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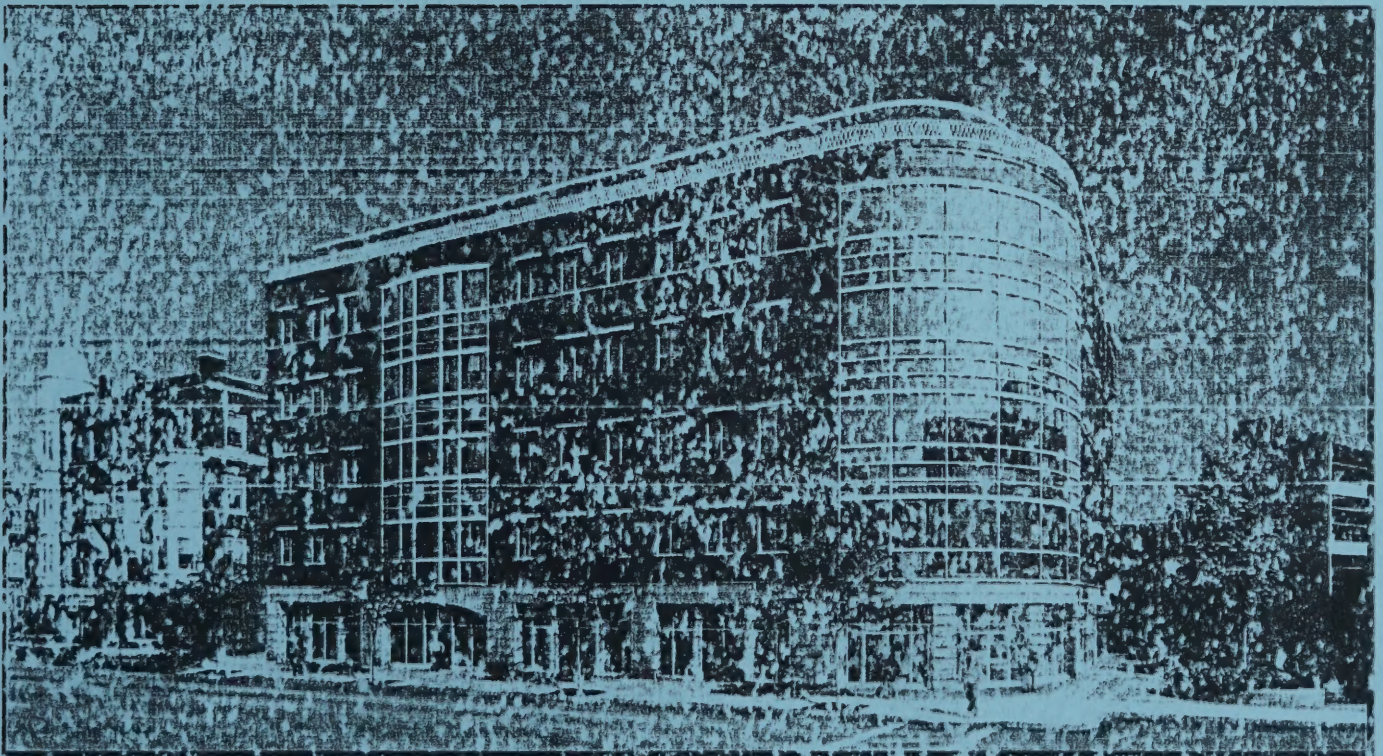
CITY OF CONCORD

FY2008 Annual Report

N. H. STATE LIBRARY

APR 15 2009

CONCORD, NH



*Rendering of Capital Commons
Main Street, Concord*

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*Rendering of Capital Commons
Main Street, Concord*



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MAYOR'S MESSAGE
Inaugural Remarks

Ladies and Gentlemen of the Concord City Council, Mr. City Manager, Madame City Clerk, City Staff, Families and friends, thank you for coming. We appreciate your presence at these brief Inaugural Ceremonies.

You may appreciate that this is a significant moment for me. Please permit me a few sentiments.

I first want to take the opportunity to congratulate my fellow city councilors. Welcome back to all of the incumbents who have been re-elected. I would also like to welcome our newest members: Councilor Dick Patten, Councilor Candace Bouchard, Councilor Fred Keach and Councilor at Large Steve Shurtleff.

You are an exciting group of individuals with tremendous energy and talent. I look forward to working with each of you. The next two years will provide us with some interesting debate, but I suspect we will have some fun along the way.

I want take my next opportunity to thank Mayor Michael Donovan; I thank you for your steady hand and firm leadership which made our city a much better place to live and work in. Mayor, you have been a true leader and visionary for the eighteen years of service you have rendered to the City of Concord. I wish you and your family the best in your next endeavor.

To all of the Concord city employees, I wish to extend a thank you for all that you do, and look forward to sitting down and working with you for the next two years. You are the people that keep this community safe, enlightened, and informed.

I would like to express a special thanks to all of our families. This job takes our time away from you and I know none of us could do this without your steadfast support.

And to the most important people in my life: my wife and best friend Tara Reardon, our son Jackson, a fourth grader at Broken Ground School, Whitney Flanders who is a college student and Matt Flanders who is working very hard for tomorrows very important NH Primary. All of you grace my life with your presence every single day. Thank you.

Lastly, my parents, Dick and Linda Bouley. I could not have been luckier to have two wonderful roll models. Throughout my life, each of you has promoted the moral value that community service provides. I hope I can make you proud in my service as Mayor

Tonight, I appear before the citizens of Concord as the city's 47th Mayor. I am grateful for the faith you have shown in me, humbled by the tasks before us and determined not only to serve the people of Concord, but to help move our city forward.

I have learned a lot in the last ten years as a councilor from ward 10 – about government, about the citizens of Concord and about our place in the state.

Concord has grown since I began serving, but it remains a beautiful place to live, work and raise a family – and I believe the best place in the world.

Over the next two years, it is our responsibility to lead this City with the same vigor and enthusiasm that we exuded on the road to being elected. The campaign for Mayor was truly a privilege and it was a learning experience.

As I walked the neighborhoods of our city, each step reinforced that Concord is a great place, but one that faces challenges in the days ahead. How we respond to these challenges will define us for generations to come.

With each challenge that comes before us, we have the choice to take the path of least resistance, the status quo. This path is not acceptable to me. Or, we can choose the path of progress. This path will involve new thinking and new ideas. It will require cooperation and patience. Moreover, it will demand courage.

As we sit here tonight, it is important to begin looking to tomorrow, and to the undertakings that we look to accomplish. During my campaign, I spoke with the people of this city about controlling spending through fiscal responsibility, helping city businesses not only survive, but thrive, preserving our open spaces, and developing an innovative and sensible system for controlling the city's waste. With your help, I know that we will deliver positive results on each of these goals.

In order to keep our spending under control, we must continue to find ways to make city government live within its means. That will be my first priority. The current state of the economy signals that we will need to be jealous guardians of the public's money. We must continue to search for new sources of revenue, expand our existing tax base, and show the courage to cut back where we can in order to invest in the future. We simply have no other choice.

I believe that it is in the Council's best interest to develop and execute a strategy focused on continuing to support our existing businesses and attracting new small businesses – which are always the backbone of our city's economy. By reaching out actively promoting our city, we can bring new clean industry, and with it, additional good paying jobs to Concord. Starting immediately, I will be implementing a Mayor's Business Visitation Program that will allow businesses across the city to voice their concerns and their questions face to face, instilling the trust that we are open to their needs.

There are certain projects that the city can no longer ignore and we will have to address, one being an updated city library. I will be establishing a Mayor's Task Force for a "21st Century Library" consisting of public and private members that will work to recommend a site, develop both private and public funding streams, and appropriate monies for design and development. A vibrant, accessible, friendly, technologically advanced library is a keystone to our quality of life in Concord. I am convinced that a new downtown library will offer our residents better access to essential resources, and, in doing so, enhance their lives and our community.

We also have the opportunity to redevelop old industrial land for new and better uses. It is important, however, that we remain committed to protecting our remaining open spaces throughout the city. As we approach new development, our goal should be not just to minimize negative impacts, but to use projects as engines to protect these open spaces, reduce automobile use in them, restore damaged eco-systems, and to create a more livable city.

With the final stages of the new Master Plan Initiative upon us, the need exists to immediately begin implementation of action items that will allow for the continued growth in our local economy. We must urge the city planning board to author a rewrite of both our subdivision and site plan regulations as soon as possible.

As a group, we must update our zoning regulations and produce a streamlining of our review process for new development and redevelopment that will encourage “green” economic growth. Planning for the future is the only way to preserve and enhance the characteristics and attributes of Concord that we most cherish, and to ensure that our communities remain healthy and vibrant.

Right now across the United States, communities are taking it upon themselves to restore the environment by establishing responsible renewable energy policies. Following up on what we started last year, I know that we can meet or beat community targets for energy efficiency.

We have laid the groundwork—through voluntary programs that we endorsed such as the United States Conference Mayors’ Cool Cities Initiative— and through, city ordinances that will help households and businesses reduce greenhouse gas emissions by 80% by the year 2050.

However, it will not be enough to work with the city council alone. In the months ahead, we must get the utilities, the businesses, the builders, the architects, the residents, and the thousands of people who work in and visit our city each year to engage in a process that will lead to a Sustainable Concord.

This is a top priority for me, because I understand what will happen if we do not realize the outcome of our actions. Every little bit helps.

This brings me to the current state of the City’s recycling program. Today, Concord residents send 95 percent of their waste to landfills. This is an alarmingly high number for a city so devoted to Green initiatives. We can, and must do better.

Given the severe lack of landfill and waste disposal space statewide, the costs of that solution will only continue to rise. We took a major step forward in increasing recycling participation when we finally went to curbside pick-up every other week. It is clear that at the current rate of 5 percent, we must increase our efforts.

That is why I will be creating a task force to evaluate the current solid waste and recycling programs that the city utilizes. The group will perform a full analysis of the current programs, as well as put forth their recommendations for improving our solid waste and recycling methods. This will include comparing the current programs costs versus the proposed costs for implementing new plans such as “Pay As You Throw”. Options that cause people to connect what they throw away with what they pay for disposal, thereby providing an incentive to keep cost down.

While these are but a few of the goals that I wish to accomplish during my first term, they will not be reachable without your help.

We have a responsibility to work together. I ask everyone in this city of ours to join with me in meeting these challenges.

We can accomplish much in the next two years, but only if we work together for the good of the citizens that we serve.

Only if we put the interests of Concord ahead of the interests of individuals and special interests.

And only if we approach each day with an open mind for new ideas.

Franklin Delano Roosevelt once said, "'Happiness lies in the joy of achievement and the thrill of creative effort."

Let us remember these words as we begin the difficult and exciting task of creating a prosperous Concord for future generations.

I see Concord as one big family. We may have our disagreements, but we share the same values and we want what is best for our community.

Thank you and now....let's get to work.

James Bouley, Mayor
City of Concord
January 7, 2008

City of Concord, New Hampshire Mayor and City Council

MAYOR

James Bouley

COUNCILORS AT LARGE

Dr. Douglas M. Black

Mark Coen

Daniel St. Hilaire

Stephen Shurtleff

WARD COUNCILORS

Ward One

Elizabeth Blanchard

Ward Two

William Stetson

Ward Three

Jan McClure

Ward Four

Dick Lemieux

Ward Five

Robert Werner

Ward Six

J. Allen Bennett

Ward Seven

Keith Nyhan

Ward Eight

Dick Patten

Ward Nine

Candace CW Bouchard

Ward Ten

Fred Keach

CITY COUNCIL

The legislative authority of the City of Concord is vested exclusively in the fifteen-member City Council, which is elected in odd-numbered years, consisting of one Mayor elected for two years; four Councilors at-large elected for four years; and ten ward Councilors elected every two years. Regular meetings of the City Council are held on the second Monday of each month. The Council held twelve regular meetings, four recessed and two special meetings and passed 39 ordinances, 140 resolutions and adopted a \$46.8 million, twelve-month budget covering the fiscal year 7/1/2007 to 6/30/2008.

FY2008-FY2009 Priorities

- Tax Base Expansion
 - Downtown/2nd Floor Development
 - Opportunity Corridor
 - RDA
 - Tannery
- Neighborhood Traffic
- Library
- Solid Waste
- City Hall Campus Study
- Langley Parkway North
- Airport Terminal
- Master Plan Implementation
- Fire Training Facility
- Parks Master Plan Implementation
- Loudon Road

Ongoing Initiatives

- Route 3 Corridor North Improvements

City of Concord Boards and Commisions

*To view members, staff contact and the authority of boards and commission please visit our website at onconcord.com

20/20 Board of Directors
21st Century Library Task Force
Airport Advisory Committee
Board of Assessors
Board of Health
Board of Revision of Assessment
Building Board of Appeals
City/State Relations Committee
Community Development Advisory Committee
Concord Housing Authority
Concord TV Board
Conservation Commission
Contoocook River Local Advisory Committee
Demolition Review Committee
Design Review Committee
Economic Development Advisory Council
Elections Review Committee
Energy & Environment Advisory Committee
Episcopal Diocese Committee
Everett Arena Advisory Committee
Facilities Naming Committee
False Alarm Appeals Board
Fiscal Policy Advisory Committee
Golf Course Advisory Committee
Groundwork Concord
Heritage Commission
Information Technology Advisory Committee
Joint City/School Committee on Cooperation
Library Board of Trustees
Licensing Board
Municipal Housing Commission
New Hampshire Rail Transit Authority
Opportunity Corridor Redevelopment Fund Policy Committee
Parking Committee
Personnel Appeals Board
Planning Board
Poles and Wires Committee
Public Safety Board
Recreation and Parks Advisory Committee
Regional Planning Commission
Regional Planning Regional Resource Conservation Sub Committee
Rules Committee

Social Services Funding Policy Committee
Solid Waste Advisory Committee
State-Capitol Region Planning Commission
Tax Exemption Policy Committee
Taxicab Licensing Board
Technical Review Committee
Traffic Operations Committee
Transportation Policy Advisory Committee
Trustees of Trust Funds
Upper Merrimack River Local Advisory Committee
Utility Appeals Board
Water System Planning Committee
Zoning Board of Adjustment



City of Concord, New Hampshire

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Ambulance Billing Questions		Concord Hospital	228-7117
Animal Problems/Complaints-Domestic	Police Department		225-8600
Animals – on ice/endangered	Fire Department		225-8669
Assessing Information	Assessing Department		225-8550
Auto Registration	Collections Department		225-8540
Beaver Meadow Golf Course	Golf Course	Pro Shop Superintendent	228-8954 225-7033
Birth Certificates	City Clerk's Office		225-8500
Block Parties	City Clerk's Office		225-8500
Building Permits	Code Administration		225-8580
Burning Brush/Fire Permits	Fire Department	South End Station Manor Station Central Station Heights Station	225-8664 228-2702 225-8659 225-8654
Bus System/CAT (Concord Area Transit)		Concord Area Transit	225-1989
Business Development			225-8595
Business Licenses	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Cemetery Information	General Services Department – Blossom Hill Cemetery		225-3911
Channel 17 (Municipal Access Channel)		CCTV – Concord Community Television	226-8872
Children's Library Services	Concord Public Library		230-3690
City Auditorium Rental Information	General Services Department		230-3851
City Clerk	City Clerk's Office		225-8500
City Controller	Finance Department		225-8560
City Council Meetings	City Clerk's Office		225-8500
City Engineer	Engineering Division		225-8520
City Manager	City Manager's Office		225-8570
City Solicitor	City Solicitor's Office		225-8505
City Treasurer	Collections Division		225-8540
Code Administration	Community Development		225-8580
Community Centers	Recreation Department		225-8690
Community Development	Community Development		225-8510
Community Gardens on Clinton Street		State Division of Forests and Lands	271-3456
Concession Stand Licensing	Code Administration		225-8580
Concord Public Library	Concord Public Library		225-8670

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Concord School District		Superintendent's Office	225-0811
Conservation Commission	Planning Division		225-8515
Construction Permits	Code Administration		225-8580
Court Payments and Fines		Concord District Court	271-6400
Crime Prevention	Police Department		225-8600
Current Land Use	Assessing Department		225-8550
Cutting Timber	Assessing Department		225-8550
Data Processing	IT Department		225-8597
Dead Animals in Public Right of Way	General Services Department		228-2737
Death Certificates	City Clerk's Office		225-8500
Demolition Permits	Code Administration		225-8580
Driveway Permits, New	Code Administration		225-8580
Driveway Permits, alterations to existing	Engineering Division		225-8520
Dog Licenses	City Clerk's Office		225-8500
East Concord Community Center	Recreation Department		225-8690
Elections Information	City Clerk's Office		225-8500
Employment with the City	Personnel Department		225-8535

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Everett Arena	General Services Department		228-2784
Excavation of Gravel/Sand	Assessing Department		225-8550
Finance Department			225-8560
Fire Department (emergency)			911
Fire Department (non-emergency)	Fire Department		225-8650
Fire Hydrant Problems	General Services – Water Division		228-2737
Fire Prevention	Fire Department		225-8651
Food Service Licensing and Inspection	Code Administration		225-8580
Friends of Concord Public Library	Concord Public Library		230-3682
Friends of Penacook Branch Library	Penacook Branch Library		753-4441
Garbage Collection	General Services Department		228-2737
General Licensing	Code Administration		225-8580
General Services Department	General Services Department		228-2737
Green Street Community Center	Recreation Department		225-8690

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Grounds Maintenance Park Maintenance	General Services Department		228-2737
Hazardous Substances	Fire Department		225-8514
Hazardous Materials Disposal	Fire Department		225-8514
Heights Community Center	Recreation Department		225-8690
Heritage Commission	Planning Division		225-8515
House Address Numbers	Engineering Division		225-8520
Housing Code	Code Administration		225-8580
Housing Inspection Program	Code Administration		225-8580
Human Services	Human Services Department		225-8575
Ice Arena	General Services Department		228-2784
Insurance Claims	Finance Department		225-8560
Job Openings	Personnel Department		225-8535
Juvenile Delinquency Prevention/Diversion	Police Department		225-8600
Landfill/ Transfer Station	General Services Department	Bestway Disposal	224-0890
Landlord/Tenant Problems	Code Administration		225-8580
Legal Department	City Solicitor's Office		225-8505
Library Administration	Concord Public Library		230-3682

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Library Information (Reference Desk)	Concord Public Library		225-8590
Life Safety Code Administration	Code Administration		225-8580
Marriage Licenses	City Clerk's Office		225-8500
Memorial Field – Scheduling	Recreation Department		225-8690
Memorial Field – Maintenance	General Services Department		228-2737
Merrimack Valley School District		Superintendent's Office	753-6561
Missing Juveniles	Police Department		225-8600
Motor Vehicle Registration	Collections Division		225-8540
Motor Vehicle Titles	Collections Division		225-8540
Motor Vehicle Violations	Police Department		225-8600
Noise Complaints (day)	Code Administration		225-8580
Noise Complaints (night)	Police Department		225-8600
Oil Recycling	General Services Department	Bestway Disposal	224-0890
Parking	Police Department		225-8600
Patching of City Streets and Sidewalks	General Services Department		228-2737
Peddlers and Vendors Licensing/Complaints	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Penacook Branch Library	Penacook Library		753-4441
Personnel Department			225-8535
Planning Division	Community Development		225-8515
Playground Maintenance	General Services Department		228-2737
Police Department (emergency)			911
Police Department (non-emergency)	Police Department		225-8600
Potholes	General Services Department		228-2737
Property Assessment	Assessing Department		225-8550
Property Tax Exemptions	Assessing Department		225-8550
Public Health	Code Administration		225-8580
Public Properties	General Services Department		225-8691
Public Works (General Services)	General Services Department		228-2737
Purchasing Department	Purchasing Department		225-8530
Raffle Licensing	Code Administration		225-8580
Real Estate Tax Bill	Collections Division		225-8540
Recreation Department	Recreation Department		225-8690
Rental Housing Inspections	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Restaurant Inspection and Licensing	Code Administration		225-8580
Road Conditions	General Services Department		228-2737
Rooming House Inspection and Licensing	Code Administration		225-8580
RV Waste Disposal	General Services Department – Wastewater Division		225-8691
Sand/Salt Operations	General Services Department		228-2737
School Board		Concord Merrimack Valley	225-0811 753-6561
Septage Waste Disposal	General Services Department		225-8691
Septic Systems	Code Administration		225-8580
Sewer Emergencies	General Services Department		228-2737
Sidewalks	General Services Department		228-2737
Signs/Sign Code	Code Administration		225-8580
Signs, Street of Traffic	General Services Department		228-2737
Site Development Permits	Planning Division		225-8515
Snow Removal	General Services Department		228-2737
Solid Waste Recycling	General Services Department		228-2737

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Special Exceptions (Land Use)	Code Administration		225-8580
Steam Condensate Bills	General Services Department		225-8693
Stop Sign Request	Engineering Division		225-8520
Street Cleaning	General Services Department		228-2737
Street Excavation Permits	Engineering Division		225-8520
Street Fair Licensing	Code Administration		225-8580
Street Light Repair		Unitil	224-2311
Street Location	Police Department		225-8600
Street Maintenance	General Services Department		228-2737
Street Sweeping	General Services Department		228-2737
Street Trees	Planning Division	Groundwork Concord	225-8515 224-3710
Subdivision Regulations/Applications	Planning Division		225-8515
Swimming Pools/ Public Pools	Recreation Department		225-8690
Swimming Pool Inspections/Permits	Code Administration		225-8580
Tax Bills	Tax Collection Office		225-8540
Tax Maps	Assessing Department		225-8550
Tax Collection Office	Collections Division		225-8540

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Taxicab Inspection and Licensing	Code Administration		225-8580
Tennis Courts/ Lessons	Recreation Department		225-8690
Tennis Courts/Maintenance	General Services Department		228-2737
Tire Recycling	Concord Transfer Station - Landfill	Bestway Disposal	224-0890
Titles, Vehicles	Tax Collection Office		225-8540
Traffic Lights	Fire Department		225-8669
Traffic Signs	General Services Department		228-2737
Trash Collection	General Services Department		228-2737
Tree Branches/Spraying	General Services Department		228-2737
Tree Planting Program		Groundwork Concord	224-3710
Underground Storage Tanks	Fire Department and Engineering Division		225-8651 225-8520
Uniform Commercial Code (UCC) Filings	City Clerk's Office		225-8500
Variances	Code Administration		225-8580
Vendors - Mobile Food License & Inspection	Code Administration		225-8580
Wastewater Treatment Plant (Hall Street)	General Services Department		225-8691

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Water/Sewer Bills	General Services Department		225-8693
Water Treatment Plant	General Services Department		225-8696
Welfare Department	Human Services Department		225-8575
West Street Ward House	Recreation Department		225-8690
Wild Animals (Suspected Rabies)		NH Fish and Game Department	271-3361
Wild Animals (Nuisance)		NH Dept of Agriculture – Wildlife Services	223-6832
Yard Sale Permits	Code Administration		225-8580
Zoning	Code Administration		225-8580

City of Concord, New Hampshire City Departments

ADMINISTRATION

City Manager Thomas J. Aspell, Jr 225-8570

ASSESSING

Dir of Real Estate Assessments Kathryn Temchack 225-8550

COMMUNITY DEVELOPMENT

Deputy City Manager-Development Carlos Baia 225-8510

Code Administrator Michael Santa 225-8580

City Engineer Ed Roberge 225-8520

City Planner Doug Woodward 225-8515

FINANCE

Deputy City Manager-Finance James R. Howard 225-8560

Purchasing Agent Douglas B. Ross 225-8530

Treasurer Michael Jache 225-8540

FIRE

Chief Dan Andrus 225-8650

GENERAL SERVICES, 311 N. State Street

Director Chip Chesley 228-2737

Highways Grounds Operation and Maintenance Facility

Sidewalks Cemetery Recreation Facilities

Snow and Ice Control Park Maintenance Equipment Services

Street Cleaning Public Properties Water Supply

Storm Sewer Airport Wastewater Treatment

Solid Waste Municipal Complex

HUMAN SERVICES, 247 Pleasant Street

Director Jacqueline Whatmough 225-8575

LEGAL

City Solicitor Paul Cavanaugh 225-8505

LIBRARY, 45 Green Street

Director Pat Immen 225-8670

PERSONNEL

Director Norm O'Neil 225-8535

POLICE, 35 Green Street

Chief Robert Barry 225-8600

RECORDS

City Clerk Janice Bonenfant 225-8500

RECREATION

Director David Gill 225-8690

ASSESSING DEPARTMENT

The Assessing Department is responsible for providing the citizens of Concord with an equitable and accountable real estate based assessment program; the fair administration of state statutes and programs governing property assessment; and a well run organization that is fiscally responsible and sensitive to the public's needs.

Facts and Figures

Building permits measured/listed	511
Sales reviews conducted	450
Deed changes processed	1,055
New parcel reviews conducted	197
New construction reviews conducted	101
Appeals: BTLA & Superior Court	29
Equalization Ratio	98.6%
Tax Base	\$4,195,794,008

Assessing Department figures are based upon the Tax Year, April 1, 2007 - March 31, 2008.

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department serves to establish a customer service oriented development assistance and review process that provides for necessary safety, environmental and community concerns in a well coordinated, timely, predictable and cost efficient and effective manner.

Notable

Administration

The new position of Deputy City Manager (DCM) for Development was filled in September 2007. The DCM's overriding goal was to improve customer service. The focus has been on community outreach and regulatory facilitation.

Improved Customer Accessibility

- Over 40 businesses/non-profits were visited by the Deputy Manager to gather community input as to City practices and policies.
- Planning Division staff reports were made accessible to the public on the City's website.
- Code Administration office was re-organized taking advantage of part-time employment options to enhance efficiency and effectiveness.
- The building permit application was redesigned and posted on the City's website allowing users to reduce time spent at the Code Office.

Development Process Improvement

The International Code Council Existing Building Code was adopted by Council which provides added flexibility for the fostering of upper-story residential in the downtown areas of Concord and Penacook.

Interagency and Interdepartmental Coordination Efforts

- Community Development staff assisted the State DOT in the examination of potential sites for their fleet fueling facility.
- Community Development staff continued to work with Concord 20/20 and the Creative Economy Task Force
- Coordination was on-going with General Service Department regarding paving and other capital improvement projects

Transportation Improvements

- Following approval of the US Route 3 Corridor (North) Study (CIP35), staff commissioned the design by Fay, Spofford & Thorndike (FST) for the first priority phase of the project – Fisherville Road from Bog Road to Borough Road. Design documents were completed in April 2008 and released to bid. Ten (10) contractors bid the work and the construction contract was awarded to Continental Paving of Londonderry, NH. Construction is scheduled to start in August 2008 and continue through the fall season. The Phase I improvements include the reconstruction of the roadway by removing the concrete slab road along with related drainage and utility structure improvements
- Construction on the Langley Parkway/Clinton Street projects (CIP40/41) continued through spring and early summer 2008. Construction was substantially complete in May and the roadway officially opened in June 2008. Overall, the project has received a number of positive comments and traffic operations have improved within the corridor. Engineering staff will continue to monitor the traffic patterns throughout the corridor through Fall 2008 and 2009.
- Community Development staff continues to work closely with the Traffic Calming Policy Committee (to become the Transportation Policy Advisory Committee), Impact Fee Review Committee, City Council Communications Committee and the Sewalls Falls Bridge Replacement Committee in pursuit of their primary objectives.

Economic Development

- RSA 79E was adopted by City Council affording the City a powerful tool for redevelopment.
- CD Administration issued a Request for Proposals for the development of a non-value producing parcel across from the Steeplegate Mall. The “Windsor Square” proposal submitted by the Siena-Bodwell Joint Venture—and accepted by Council—would build over 125,000 s.f. of retail and restaurant generating over \$14 million in tax value to the City. Project requires significant coordination with State, City and private developer. FY08 ended with on-going due diligence.

Business Development Division

- The Capital Commons leased additional space to a hairdresser. Red River Theatres completed construction of 3 theaters and held a Grand Opening.
- The Penacook Mills/Tannery suffered from additional roof collapsing and structural damage, was determined to be unsalvageable and was completely demolished. The development agreement with the Chinburg Builders was terminated. A separate development agreement for a grocery store on the land east of Crescent Street was also terminated. A Request for Proposals for both parcels was to be sent out in FY 2009 to seek a new development partner or partners.
- Business Development staff visited 78 existing businesses and 28 new prospects.
- Staff continued to work with Capital Regional Development Council to market the completed new subdivision of Phase III of the Airport Business Park on Henniker and Antrim Streets. New buildings for Rattigan, McCarthy, Advantage Plastics, Inc, and New Hampshire Motor Transport Association were all approved. Capital Regional Development Council entered into an agreement with the City to complete due diligence on an additional 15 acres known as the City Borrow Pit. Other new industrial buildings included Concord Trailways Bus Maintenance Facility, Uncle Bob's Self Storage, and John's Wrecker Service. North Branch Construction acquired, and renovated the former Bancroft building on Old Turnpike Road for a conversion to their corporate headquarters.
- 2 Pillsbury Street office building's new tenants include New Hampshire Public Radio, The Eye Center, New Hampshire Bar Association, the Public Guardians, NH Business Finance Authority, and Saunders Family Medicine Offices. Fox Brook Holdings completed the second medical office building and is constructing a third new 20,000 SF medical office building for Concord Hospital at Foundry Place.
- The former Greenland's property was acquired by an engineering firm who is seeking approval to construct a 30,000 SF LEED certified green office building to relocate to. In addition, the property at the end of Break O'Day Drive has been acquired by a firm who is seeking approval to construct a 40,000 SF LEED certified green office building.
- Mediterranean Café and Bakery, Cumberland Farms and Dos Amigos Burritos moved downtown. Endicott Furniture, Speer's Jewelry and Pitchfork Records buildings underwent façade renovations with the help of the Main Street Concord grant program. CVS built a new pharmacy on the former Hawaiian Isle site. Laconia Savings Bank is applying for approval for the redevelopment of a historic building with new drive through at 165-167 North Main Street.
- Walgreens, Valvoline, Town Fair Tire, McDonald's, TDL Investment, and Aronosian began construction on new retail buildings on the Heights. Newick's acquired, renovated and moved to the former Smokey Bones building. Construction was underway on the Concord Area Vets Association's new Animal Hospital on Fort Eddy Road. New Hampshire Federal Credit Union added a substantial addition to their bank. A 92 Room Residence Inn was proposed on Hall Street.
- NHTI commenced construction on a new 40,000 square feet Health and Education Center. The Christa McAuliffe Planetarium commenced construction on the 32,000 square feet Alan B. Shepard Science Center. Concord High School renovated the Tech Center. Franklin Pierce Law School renovated the Library and Bishop Brady High School built a 28,000 square feet addition.
- 82 single family homes, 10 mobile homes, 30 multi-family units were built. CATCH was completing 41 new elderly units at Friedman Court.

- New Hampshire Army National Guard built a new 70,000 square foot new Headquarters building on the military reservation at the airport. New Hampshire DOT moved its facilities from Stickney Avenue to a new 86,000 square foot building on Sheep Davis Road. New Hampshire DPW renovated two buildings on Hazen Drive and Pleasant Street.
- Staff assisted Concord Steam to obtain permits to construct a steam generating plant.
- Staff led the Concord Creative Economy Task Force to raise matching funds, hire a consultant and complete “The Concord Creative Economy Plan”.
- The increase in the tax base grew by \$68,311,014.

Building and Code Division

- The Division staff completed plan reviews and inspections for 534 building permits supported by 987 structural inspections (with a construction value of \$98,418,450.00), 686 electrical permits supported by 1158 inspections, 507 mechanical permits supported by 620 inspections, and 375 plumbing permits supported by 742 inspections, 56 demolition permits, 841 health and related licenses and fielded over 1,700 zoning complaints & inquiries.
- Staff reviewed the 2006 editions of the International Code Council “family” (Building, Electrical, Energy, Fire, Fuel Gas, Mechanical, Plumbing, and Residential) of Codes for submission to the City Council for consideration and adoption, consistent with the State Building Code. These codes were approved at the February Council meeting. Staff also reviewed the National Fire Protection Association 2006 Edition of the Life Safety Code and the 2005 edition of the National Electrical Code for submission to the City Council for consideration and adoption, consistent with the State Building Code. The 2005 edition of the National Electric Code was also approved at the February Council meeting.
- The division went through a major transition with much of the staff retiring. Ham Rice, Eugene Blake, Ron Finlayson, Joe LaBontee and Judy Boulay retired and electrical inspector Ken Vallery left to work for the State of New Hampshire. Mr. Blake, Mr. Finlayson, and Mr. LaBontee have returned and are working in a part-time capacity. Michael Santa has been promoted to Code Administrator, Craig Walker has been promoted to Zoning Administrator, Kathy Medford was hired as Administrative Specialist and Craig Billingham was hired as electrical inspector. The remaining staffing changes will be made in the upcoming year.
- Staff reviewed the International Existing Building Code (IEBC) 2006 and with the support of the Fire Department prepared a report to City Council recommending its adoption. The City has been exploring various ways to stimulate the redevelopment of the upper stories of downtown structures and the IEBC has been recognized as a code which may help to that end.
- The Code staff explored and implemented a number of changes in the permitting process to help the applicant through the process more efficiently. The permit application has been redesigned and is posted on the Department’s website. The permit application can now be prepared prior to coming into the office, reducing the time the applicant has to spend at the Code Administration counter. Staff further developed a handout outlining the department’s requirements for the submittal of documents for the review and approval of a permit application. Staff also designed a “Schedule of Special Inspections” form, which is to be prepared by the architect of record on commercial

projects. This form identifies the code requirements for testing of materials and special inspections on commercial building projects.

- Staff continues to prepare administrative and regulatory amendments to the Zoning Ordinance for review by the Planning Board and submission to the City Council for consideration and adoption.

Engineering Division

The Engineering Services Division completed a number of major projects and program initiatives throughout the year including major traffic and transportation projects, park design and rehabilitation projects, along with traffic corridor planning studies and review of the City's development standards and regulations. In addition, staff developed strategies for evaluating and implementing mechanisms for a City-wide Stormwater Enterprise for funding the stormwater management program and is launching an electronic tax mapping project to update parcels and properties city wide.

Major Engineering Projects and Initiatives

- The Engineering Services Division initiated a number of major engineering projects and programs including the implementation of the GIS Master Plan, development of strategies for a stormwater utility mechanism to fund the Stormwater Master Plan, the development of a multi-year digital tax map system update program, as well as the review of the City's development regulations and standards in response to the recently completed Comprehensive Master Plan.
- With respect to the GIS Master Plan, staff implemented the major aspects of the program including outline of the City's geographic information system initiatives and priority programs. The Engineering Division continues to update and expand our GIS records for water system, sewer system, drainage system, roadways, and other municipal infrastructure to provide the required asset reporting information for Finance. Automated reports on the City's infrastructure assets are now being provided to the Finance Department including roadways, sewers, waterlines, sidewalks, and other elements as requested. Staff is also working closely with the development of a work order system tied into the City's GIS system to graphically represent infrastructure maintenance and improvement efforts.
- Staff continues to develop strategies for evaluating and implementing mechanisms for a City-wide Stormwater Enterprise for funding the stormwater management program. Although City Council did not fund the capital project intended to advance the study of stormwater enterprise mechanisms in the FY2008 budget, staff prepared a detailed outline for presentation to City Council highlighting information gathered to date and what program options Council could consider. At this time, staff is reviewing legislation recently passed in the Legislature allowing for the creation of stormwater utilities and will continue to review what other communities in our area have either developed or are considering of similar comprehensive programs.
- Engineering Services in conjunction with the Planning Division and the Assessing Department outlined the development of a comprehensive digital tax map program. The first phase of the multi-year program focuses on the 1,700 parcels in Penacook which is scheduled to start late 2008. Prior to the kick-off of the project, staff from Engineering, Planning, and Assessing reviewed the existing digital parcel maps from our GIS system for address and parcel accuracy. This effort also prepared us for the 2010 Local Update of Census Addresses (LUCA) data submissions submitted.

- In light of the Planning Board's approval of the City's Comprehensive Master Plan, Engineering Services began developing new and/or revised design, development and construction standards relating to drainage design and stormwater management, street construction and acceptance standards, as well as digital plan submission standards; each required elements of site plan and subdivision plan submissions. Working closely with Community Development Administration and the Planning Division, early efforts have focused on updating design and development standards as well as street design and acceptance standards. Staff has begun the enormous task of developing comprehensive stormwater management regulations and digital plan submission requirements and expects to continue through winter 2008. Once draft regulations are prepared, departmental review teams will be convened for overall review. Final drafts to the Planning Board are not expected before spring 2009.
- Staff coordinated the design of park improvements to White Park, Merrill Park and Kimball Park. In conjunction with the master plan, final design and construction documents for the White Park project were completed in February 2008. Construction started in July 2008 and will continue through the 2008 construction season. Improvements include the reconstruction of the Red Eastman Field along with new dugouts, enhancements to the skating rink as well as the construction of an innovative and "green" pervious concrete parking lot.

Community Development Department Permit Tracking Software

- The Engineering Services Division continues its efforts in developing performance baseline standards for the quality and responsiveness of construction inspection as well as the timeliness of plan review and implementation and completion of Capital Improvement Program (CIP) projects. Staff of Engineering, Planning and Code Administration all use the integrated system proficiently and have advanced the electronic certificate of occupancy permit capability streamlining efforts for the development community.

Traffic Initiatives

- As one of City Council's top priorities, the Engineering Services Division continues its efforts in developing a comprehensive traffic and transportation engineering program. The position classification and detailed job description for a Traffic Engineer was approved by Council Ordinance in December 2007 and a traffic engineer joined the staff in March 2008. A comprehensive traffic and transportation engineering program with focus on neighborhood traffic will be developed through 2008 in conjunction with the City's new Transportation Policy Advisory Committee.
- Since the City Council adopted its Traffic Management Policy in late 2005, several requests have been processed through the policy review committee including requests for stop signs, traffic calming and neighborhood posted speed reductions. The program is designed to address each neighborhood (as a whole) and includes considerations such as capacity improvements on arterial/collector streets and traffic calming on local streets, as appropriate. With the policy now in place, the City has been able to focus on the neighborhood requests and respond promptly to concerns. As noted above, the new Transportation Policy Advisory Committee will coordinate continue to coordinate the efforts of the traffic management policy including review of processes and recommendations for improvements.

- In an effort to identify and evaluate the City's high frequency and high severity accident intersections and corridors, the Traffic Operation Committee (TOC) continues to review accident "Hot Spots" community-wide. The TOC through the support of Concord Police Department has developed a process to review accident "Hot Spots" based on the severity of each deficiency found. Crash rates will be determined at high accident locations to identify safety problems. The TOC will continue its focus on CIP projects specifically targeting critical traffic corridors including Loudon Road, Manchester Street, North State Street, Fisherville Road and Langley Parkway.
- Engineering Services continues to support the requests of neighborhood residents regarding traffic concerns through the Traffic Operations Committee (TOC). The TOC met monthly through 2008 and sponsored a number of neighborhood traffic meeting including visits with the Upper School Street neighborhood, the Alice/Douglas/Winsor neighborhood, the Millstream Lane neighborhood, Groton/Godbout neighborhood and the Rockingham/Broadway neighborhood.
- Engineering staff coordinated with the City's traffic signal consulting engineer to review and optimize traffic operations along several traffic corridors in Concord including North State Street from Pleasant Street to Centre Street and Loudon Road from D'Amante Drive to the Wal-Mart intersection including the Mall entrance drive and Triangle Park Drive on D'Amante Drive. Based on the recommendation of the Traffic Operations Committee, signals have been coordinated and the result is improved travel times and progression through the corridor. Additionally, Engineering staff worked closely with the design consultants of the Lowe's project and NHDOT – Traffic Bureau to coordinate the signal timings on the traffic lights along Loudon Road from Main Street to the easterly Arena Drive and the traffic signals on Fort Eddy Road. Improved traffic capacity and much improved timing is expected.
- Engineering staff continues to work closely with the Safe Routes to School Committee and the Greater Concord Coalition for Safe Communities. Staff coordinated the design and permitting with the Committees to secure grant funding for the State's first round of Safe Routes Grant initiatives. In all, the City was awarded some \$66,000 in 100% grant funds for sidewalk and bicycle safety improvements and education in the Conant/Rundlett School area.

Major Traffic Corridor Studies

- Staff continued to compile traffic volume and accident data along the Loudon Road corridor. Engineering staff expects to sponsor neighborhood meetings in 2009 to promote the Loudon Road corridor study and develop consensus amongst City Council and the business and residential neighborhoods to prioritize this project. The results of the meeting will be used to program the improvements in the FY2009-2014 Capital Improvement Program (CIP).
- Following the opening of Langley Parkway (2008), studies will commence and we hope to see some early results that will help shape the City's direction with the Pleasant Street corridor study. While improvements to Pleasant Street are in the outyear of the current CIP, staff continues to coordinate the results of the post-Langley studies and present a detailed report with programming recommendations likely in the FY2010-2015 CIP.

Major Transportation Projects

- Engineering Services completed the design and/or construction of the several major traffic corridor projects including the North State Street corridor (Court Street to Bouton Street), Manchester Street (Old Turnpike Road to Airport Road), Langley Parkway (Pleasant Street to Clinton Street), Clinton Street (Langley Parkway to Norwich Street), and US Route 3 Corridor (North) (Fisherville Road from Bog Road to Borough Road).
 - North State Street – Phase I improvements began in Fall 2007 with reconstruction substantially completed from Church Street to Boutin Street including the realignment of the Bouton Street and North State Street intersection. Final design for the Phase II improvements (Court Street to Church Street) is complete and construction began in May 2008. Staff coordinated the utility relocation throughout the corridor in anticipation of the Phase II improvements being completed in late 2008.
 - Manchester Street – Council approved the Phase I improvements (Old Suncook Road to the Pembroke Town Line) for 2009 construction including the signalization of the Manchester/Airport/Integra intersection. Staff is coordinating legal and appraisal services and will begin negotiating for right-of-way along the corridor. Once right-of-way is secured, utility relocation can begin. Phase I construction is expected during the 2009 construction season.
 - Langley Parkway – Construction began in September 2006 and continued through early 2008. The parkway opened in June 2008 and has received a number of positive comments from the community. Closure of Dunbarton Road and part of Silk Farm Road is expected in August 2008.
 - Clinton Street – Construction began in October 2006 and was substantially completed in late 2007. Sewer repairs and final pavement improvements are expected in early 2008.
 - US Route 3 Corridor (North) – Final design for the first priority area was completed in February 2008 and released for advertisement. Construction along Fisherville Road from Bog Road to Borough Road began in August 2008 and is expected to continue through 2008.
- Staff is coordinating with NHDOT on the Sewalls Fall Road Bridge Project. Clough Harbor & Associates has been selected to provide preliminary bridge design. Staff is expected to assist the DOT in the public meeting process and project development. Currently, project construction has been recommended for deferral from 2010 to 2012 by the NHDOT. Final review of the State's entire 10-year plan is underway and final placement of the project is pending.
- When several sections of the North Pembroke Road Bridge over the Soucook River failed in 2007, Engineering staff coordinated the collective efforts by the City of Concord, Town of Pembroke and the NH Department of Transportation to temporarily place steel plates and reopen the bridge structure in short order. Engineering worked closely with the Bridge Maintenance Bureau, General Service's staff and the Pembroke Public Works Department to complete the permanent repairs in fall 2007. In all, staff demonstrated its ability to add this unexpected project mid-year to the program.
- Engineering staff coordinated the design of the federally funded roundabout project at the intersection of Liberty, Centre, Auburn Streets and construction started in August 2008. The project is expected to be completed and open to travel in late September 2008 – being Concord's first roundabout installation.

- At the conclusion of the FY2008 budget approval process, City Council requested that staff add the construction of a sidewalk along Liberty Street from Centre Street to Franklin Street in accordance with the White Park Master Plan priority improvements. Staff worked closely with the Liberty Street neighborhood and designed the sidewalk improvements. Construction is expected in late 2008.

Planning Division

- Culminating over four years of effort, the Planning Board completed its editing of the draft Master Plan and had copies of the full draft as well as an executive summary of the draft published in advance of two televised public hearings. Based on the testimony received, the Planning Board authorized the Planning Division to make specific changes and edits to the draft and then by a unanimous vote, adopted the new Master Plan 2030. Pursuant to statutory requirement, the new master plan took effect upon its certification to the City Clerk. Master Plan 2030, as adopted, was then made available on the City's website, and will be available in print.
- A consultant-prepared report entitled, "Transfer of Development Rights, Evaluating the Options for the City of Concord, NH", was transmitted to the Planning Board. The report had appended to it a copy of a draft ordinance, on density transfer credits, essentially a purchase (vs. transfer) of development rights wherein fees received for a development right would be deposited into the Conservation Fund and used to purchase open space. The Board scheduled a public workshop for a presentation from the consultants as well as a question and answer period with the Board and the public. In addition to the public, the Board notified other interested City boards and commissions including the Municipal Housing Commission, the Conservation Commission, and the Economic Development Advisory Committee.

Conservation Commission

- The Commission acquired a 40-acre parcel located within the flood plain of the Merrimack River which contributes to the Open Space Plan by further protecting prime farmland, wetlands, and flood prone areas within the Merrimack River greenway corridor. The parcel is adjacent to other City owned land, and was leased back to the former owner who has continued to grow cow corn thereon.
- The Commission acquired a 40-acre parcel on Horse Hill in West Concord. Horse Hill is a priority open space area for wildlife habitat, passive recreation, and scenic views. The parcel is proximate to other protected lands and trails in both Concord and the Town of Boscawen.
- The Commission applied for and received a grant from the State of New Hampshire Water Supply Land Grant Program to assist in the acquisition and protection of 47 acres of land in the Penacook Lake Watershed.

Forestry Program

- With the assistance of the Groundwork Green Team a number of trail improvements were completed including the replacement of a box culvert at the Riley Lot, the removal of flood debris at the Weir Road property, and the installation of a drainage ditch and box culvert at the Horse Hill area. A local Boy Scout also color coded the trails at the Oak Hill conservation area.

- Several street trees were replaced in the Downtown area this year, and a number of additional trees were planted. Existing street trees along North and South Main Street between I-393 and Pleasant Street were pruned.
- A timber sale was conducted in the Penacook Lake Watershed.

FINANCE DEPARTMENT

The Finance Department creates and sustains a dynamic fiscal structure to meet legal requirements and supports attainment of the overall City mission. The department applies recommended business practices in accounting, auditing and financial reporting, asset and risk management and debt administration. The department supports financial policy development that promotes fiscal security, long-term self-reliance and the efficient use of labor, intellectual and physical capital and technology necessary to the provision of the highest level of customer service and information.

Notable

Control and Treasury Division

- Completed a bond sale in which the City sold \$10 million in General Obligation at the interest rate of 3.81%.
- Maintained current bond ratings: *Moody's Investor Service* – AA2 and *Standard and Poors* - AA.
- Worked with contracted actuarial services to address GASB45, OPEB liability. (Other Post Employment Benefits)

Purchasing Division

The Purchasing Division strives to obtain the optimal value for the taxpayer through a process of acquiring goods and services and disposing of surplus personal property that timely meets the needs of city departments in conformance with the City Charter and ordinances, while encouraging competition in a fair, open, ethical and efficient manner.

Working with City staff, consultants and our aggregation partners the Purchasing Agent successfully negotiated the following energy contracts:

- a. **Electricity.** Contracts for the supply of electricity for all G1, SL and OC accounts and the 40 largest G2 accounts were competitively solicited and awarded to TransCanada through the end of FY08. The small G2 accounts continue to receive electricity supply from Unitil on a default basis. The delivery of electricity to all City accounts is regulated by the NH PUC and continues to be provided by Unitil.
- b. **Natural Gas.** By competitive solicitation, the supply of natural gas for all accounts was awarded to Santa Buckley Energy for FY08. The delivery of natural gas to all city accounts is regulated by the NH PUC and continued to be provided by Keyspan.
- c. **Gasoline, diesel fuel, kerosene and #2 fuel oil.** Contracts for the supply and delivery of these fuels were competitively solicited and awarded to D.K. Burke, Irving Corp. and HR Clough for FY08.

The Purchasing Agent continues to serve as a member of the City's Enterprise Resource Planning (ERP) System Steering Committee. The Purchasing Agent is also the leader of the Purchasing/Accounts Payable Core Team for the training services required with the purchasing, contract management, inventory, bidding, e-supplier and accounts payable ERP modules.

The Purchasing Agent, with the assistance of the Fiscal Supervisor from the Control Division and the Personnel Department's Safety and Training Coordinator, continues to train new and existing City staff of current purchasing and accounts payable policies and procedures.

INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology (IT) Department supports the City by dependably and securely delivering technology services to meet the business needs of City Departments and their customers, the City residents. The Department is tasked with balancing the advantages and efficiencies of new technology, the ever escalating threats to security, and the need to minimize cost.

Notable

- Infrastructure re-design and improvements; replaced and upgraded edge switches to improve network bandwidth and application performance.
- Worked with the City of Concord's ERP vendor to rollout various financial modules and begin conversion of legacy financial records.
- Replaced Fire Apparatus computers and installed wireless access to the Fire Compacts Computer aided dispatch system.
- Continued priority support with individual departments in projects as critical as mobile computing for Fire Apparatus, energy management devices controlling energy usage in City buildings, the Public Notification System used by Fire, Police and General Services in City emergencies.

FIRE DEPARTMENT

The Fire Department serves to protect the lives and safety of the citizens by providing fire prevention and education, response to fire, medical and hazardous materials incidents as well as other emergency assistance requests. The Fire Department maintains a Communications Center, which dispatches emergency calls for the City of Concord and twenty other communities who comprise the Capital Area Mutual Fire Aid Compact. The Department maintains the City's municipal fire alarm, traffic signal systems, and exterior fiber-optic network.

Notable

Administration Activities

- Coordinated the promotional process for the ranks of Lieutenant, Paramedic Lieutenant, and Battalion Chief.

Fire, Emergency Medical Services and Special Operations Activities

- Oversaw multiple large gatherings related to the NH primary, coordinating with the Concord Police Dept. and the Secret Service.
- Recruited and hired nine new employees, including six fire fighters and two fire fighter paramedics.
- Assisted businesses and residents in assessing heavy snow loads and documented 18 building collapses.
- Placed five new pieces of apparatus in service during the year including one fire pumper, two ambulances, and two forestry units.
- Participated in a Civilian Support Team exercise at the State House involving a simulated hazardous materials release.

Fire Prevention and Safety Initiatives

- Implemented new Place of Assembly inspection fee.
- Hired a new administrative specialist to support fire prevention.
- Assisted Code Administration staff in the review of the International Existing Building Code for council adoption.

Dispatch Center Improvements

- Installed laptop computers in fire apparatus and ambulances to assure greater accuracy, improve safety, and minimize radio communications.

Fire Alarm Traffic Improvements

- Acquired a new bucket truck.
- Provided technical support for expansion of city's fiber-optic network.

SERVICE INDICATORS	2006	2007	2008
1. Total Emergency Calls for Service	7,570	7,688	7,527
a. EMS Calls	4,513	4,691	4,727
b. Haz-Mat	107	124	86
c. Residential Structure fires	57	64	52
d. Commercial Structure fires	22	20	17
2. Percent EMS Response within 5 minutes	68	80	69
3. Percent Fire Response within 5 minutes	67	73	61
4. Quick Access Plans Completed	24	24	24
5. Fire Safety Inspections Completed	1,000	1,871	2,208
6. Alarm Systems Monitored	427	455	468
7. Master Box plug in/plug out	175	180	230

GENERAL SERVICES DEPARTMENT

The City's General Services Department serves to enhance the quality of life in the City by providing maintenance and operation of the City's infrastructure, including roadways, sidewalks, bridges, buildings, storm drains, sanitary sewers and treatment, potable water supply and distribution, parks, cemeteries, ice arena, golf course, and motor fleet.

Notable

Highway and Utilities Systems Division

- Responded to 100% of low pressure water calls with a follow up letter within one week of the call stating causes and cures.
- Corrected 95% of any hazardous pavement or sign conditions within a 24-hour period.
- Responded to 100% of water line leaks within one hour of notification.
- Responded to 100% of any sewer line blockage within one hour of notification.
- Replaced 10 outdated hydrants and 39 service valves as budgeted in Capital Outlay.
- Updated the Pavement Management Program with a field survey of the current pavement condition, which hasn't been completed since the summer of 2003. Field survey was completed and data imported into the pavement management program. The average Pavement Condition Index of the individual roadway sections has favorably increased from an average PCI of 62 in 2003 to an average PCI of 65 in 2007.
- Completed video inspection, scheduled repairs and completed repairs of sewer and drainage problems found, one year or more ahead of the CIP paving projects.
- Completed the Reclamation and Shim Overlay Paving Projects (Capital Improvement Projects #79 and #80) as approved in the Fiscal Year 2008 budget.
- With design provided by the Engineering Division, completed the construction of the intersection of Mountain Road and Shaker Road including coordination with the East Concord Garden Club involving relocation of plantings and benches.
- Continued to maintain the city wide catch basin cleaning program on a three year cycle.
- Actively participated with the New World System ERP LOGOS Core Team regarding implementation.
- Faced with an extraordinary winter with snowfall accumulations and storm events that were double of an average winter, actively managed snow removal costs to contain over-expenditures.
- Despite early significant snow fall accumulations, crews completed a full cycle of fall leaf collection and were able to return to approximately one third of the City for a second collection before it was necessary to terminate collection activities.

Grounds Division

- Installed additional gate valves to the water system in Blossom Hill and Penacook Calvary to minimize or eliminate undetectable pipe leaks. Two leaks were discovered in Blossom Hill Cemetery and one leak was discovered in Penacook Calvary Cemetery.
- Began use of newly renovated football field at Memorial Field.
- Participated in the White Park renovation. Actively participated with the Engineering and Recreation Departments in the design development and project scheduling as it relates to displaced permitted users of the renovations for White Park.

- Re-aligned the proposed reduced summer work crews to maximize efficiency in park maintenance. With reduction of temporary staff, reprioritized staff assignments to best meet maintenance requirements.
- Reviewed and implemented ADA updates regarding playground equipment.
- Division staff assisted Public Properties and Water Divisions with emergency snow removal from City of Concord roofs.
- Division staff continued to support winter snow and ice removal operations during second snowiest winter of record.
- Continued to aerate and over seed athletic fields utilizing equipment purchased through the Capital Improvement Program.
- Maintained cemeteries at an acceptable level with the reduction of labor staff by 1.4 FTE.
- Assisted with cross country ski trail lay out at Memorial Field to facilitate greater community involvement and participation in this activity.

Public Properties Division

- Responded to all emergency work orders within two hours of notification. Examples of emergency work orders that Public Properties has attended to include power outages, sprinkler alarm failures, dangerous snow loads on City buildings and other safety related work.
- Completed all CIP and internal projects planned for the fiscal year; including Audi Interior Painting, Doane Diamond Lighting, and Municipal Complex Electrical Upgrades.
- *Internal projects:* Completed exterior lighting between City Hall and Annex; glycol replacement in the COMF; and City Auditorium foyer tile replacement.
- Completed the first, City-staff conducted facility inspection. Conducted a presentation of the program regarding goals and objectives to City Department Heads.
- Developed a continuity book that identifies and tracks all routine preventive maintenance in buildings, pools, or centers managed by Public Properties. Facilities with key pieces of equipment that require cyclic maintenance have been identified. Plans have been developed to consolidate routine cleaning and other preventive maintenance tasks into a new work order system.
- Provided cross-training opportunities to select staff on the Energy Management System so that more staff members are able to trouble-shoot problem areas.
- Completed painting the entire interior of the City Auditorium, below the balcony rail, with volunteers, as part of the Friends of the Audi sponsored “Pitch-In” program.
- Scheduled and supervised the work to clean and refurbish the murals and the proscenium in the City Auditorium, using grant dollars.
- Completed two Capital Improvement Projects at the East Concord Community Center as budgeted: (a) the relocation and replacement of the boiler and circulators, and (b) replaced the fin tube covers on the first and second floors.
- Installed air-conditioning units in both the second floor Information Technology room and the digital training classroom room in the Green Street Community Center.
- Conducted emergency repairs to the Green Street Community Center during the third shift in order to maintain normal daily operations.
- Constructed a new room in the City Hall basement to secure the Ward’s voting machines and ADA equipment.

- Replaced courtyard windows on the second level of the City Library.
- Built a secure storage area for Collections in the basement of the GSCC.
- Completed snow removal at the Concord Municipal Airport. Despite the significant number of snow storms this year the airport was never closed during any 24 hour period.
- Completed replacement of carpet tile inside the GSCC foyer.
- Painted Council Chambers, upgraded the alarm system, and transitioned the space onto the Energy Management System.

Administration

- Continued the implementation of Enterprise Resource Planning system. Setup, trained, and “went live” with New World Systems utility management module. Assisted in the development of the work order module. Participated in product development with New World Systems.
- Conducted an evaluation of a user fee system to financially support, in part, the cost of solid waste collection and disposal in the City.
- Monitored and evaluated the pilot Fort Eddy Road Site management program. The pilot Fort Eddy Road site management program had a successful first year of operation. The City’s contractor improved the arrangement of on site inventory; actively composted, screened and distributed leaf and yard waste, and reprocessed and distributed roadway construction by-product materials. The Department intends to continue the pilot program a second year. The benefit of this public-private partnership for the City is in avoided costs.
- Completed and implement the recommendations of the Financial Evaluation of the Water and Wastewater Enterprise Funds.

Arena

- Increased summer ice revenue by 2%.
- Increased winter ice revenue by 2%.
- To track a performance baseline of the percent of customers surveyed who rated the quality of service and ice time cost and availability as ‘good’ or better, performed a survey of the following groups: public skating, recreational hockey, youth hockey, high school hockey and other ice time renters.
- Investigated establishing a percentage fee in addition to the daily building rental fee. In investigating how similar facilities charge for rentals and upon recommendation of the arena advisory, staff recommended a larger increase to the building rental fees versus charging a percentage of the gate.
- Completed installation of main bleachers and enclosing upper bleachers.
- Replaced refrigeration condenser.
- Using a cash donation from Concord Youth Hockey, staff was able to locate and purchase a refurbished set of dasher boards to replace the 23 year old existing set. The donation was made in exchange for a three year lock-in on ice rental fees.

Golf Course

- Successfully hosted the Duramed Futures Tour in August.

- Staff completed an evaluation of surrounding public golf courses to assess the market relative to rates and provided recommendations to the Beaver Meadow Advisory Committee. After review by the Beaver Meadow Advisory Committee, the Department presented a Report to Mayor and City Council with revised rates which were subsequently approved for the upcoming season.
- Aggressively over seeded fairway areas. All fairways were aerified and over seeded during the fall of 2007.
- Updated bathrooms and Pro Shop carpeting as funded.
- Continued to upgrade cart path system as funded.
- Constructed new tee for the fourth hole in August 2007.
- Successfully renegotiated contract for Professional Golf and Concession services.
- Improved water bubbler stations.
- Instituted single stream recycling at the club house as part of City's Pilot Program.
- Accepted donation of a storm shelter in area between the fourth green and the fifth tee.
- Re-grassed section of the eleventh fairway.

Water & Sewer

Wastewater

- Experienced no exceedances of NPDES permit requirements. One NPDES violation reported for the Hall St. Wastewater Treatment Plant during the Fiscal Year. While maintaining an appropriate chlorine residual level, the Hall Street Wastewater Treatment Plant experienced an e-coli exceedance on March 11, 2008, following a period of rainfall and the plant was experiencing higher than average flow. The incident was reported to the Environmental Protection Agency in accordance with the plant's NPDES permit.
- Continued to monitor and track Wastewater Division performance versus private contractor cost model and evaluate opportunities for improvement. The Division continues to closely monitor utility costs and chemical consumption while evaluating opportunities for continued improvement in all areas.
- Completed design of Phase I odor control improvements for the Hall Street Wastewater Treatment Plant solids processing area and initiate construction so the project will be completed by June 2009, including the RDP lime stabilization process associated with Class A Biosolids production.
- Completed Phase II SCADA improvements at the Hall Street Wastewater Treatment Plant.
- Initiate and complete construction of Phase II upgrades to the headworks at the Hall Street Wastewater Treatment Plant by February 2009.
- The Division successfully implemented new Industrial Pretreatment Program fees.
- Continued efforts to fully implement the CMMS for both wastewater treatment plants and all pump stations.
- Initiated annual facility safety self-inspections.
- Successfully completed recruitments for Wastewater Maintenance Supervisor and Utility Electrician vacancies.
- Began update of emergency response plans for the wastewater treatment plants.
- Wastewater Division staff actively participated in the implementation of the new LOGOS procurement system.

- Laboratory staff implemented a new coliform test procedure to comply with NPDES regulatory changes.

Water

- Experienced no exceedances of the MCL level of the Safe Drinking Water Act requirements.
- Implementing the recommendations of the Phase 2 Water Master Plan as funded in the CIP.
- Proceeding with the third phase of the Water Master Plan performing an assessment of the Water Distribution System and Storage Facilities.
- Continue the protection of the permitted capacity of the Pembroke Well-field Pump Station (Pump Station #2).
- Successfully recruited an individual to fill the vacant Water Superintendent.
- Continued to actively participate on the NHDES Water Quality Standards Advisory Committee relative to in-stream flow rules and intra-basin water transfers.
- Participated with New Hampshire Water Works Association in education and legislative initiatives of mutual benefit to the City of Concord.
- Continued to mitigate historic taste and odor issues without the use of copper sulfate application to Penacook Lake.
- Continued to provide educational opportunities to surrounding schools.
- Participated in the investigation of mutual aid connections to the adjacent communities of Pembroke and Boscawen with funded through a grant from the State of New Hampshire and managed by the Central New Hampshire Planning Commission.

Vehicle Maintenance

- Updated and completed Annual Fleet Maintenance Report.
- Reduce number of road service calls by 13%.
- Updated and performed annual customer satisfaction survey for vehicle maintenance.
- Commenced work on a vehicle maintenance performance model.
- Continued to review fleet composition, use, and deployment practices with the intention of containing vehicle capital replacement costs and vehicle operating and maintenance costs.
- Updated the Computer Fleet Analysis Program and provided staff training.
- Developed and implemented a Department-wide policy to reduce engine idling thus conserving fuel and reducing pollution.
- Participated in (ERP) NWS LOGOS FM Core Team.
- Began participating in NWS Work Order Module advisory team.
- Provided Commercial Driver's License Drug/Alcohol use/abuse awareness training for 78 drivers.
- Participated in the Granite State Green Cities Coalition as a stakeholder.
- Coordinated with the Concord High School and Regional Technology Center to host a student intern for six weeks.

HUMAN SERVICES DEPARTMENT

The mission of Concord Human Services is to provide interim assistance with basic needs for those who do not have the resources to meet these needs and encourage community involvement in addressing issues to help break the circle of poverty.

Notable

- Concord Human Services was once again able to send both boys and girls to summer camps through the generosity of NH Charitable Foundation, Concord Junior Service League and Wesley United Methodist Church.
- Area boys were also provided with camp necessities from the Everett Weir Abbot Fund through NH Charitable Foundation. Human Services partnered with Concord Recreation, Police and Fire Departments and Child and Family Services with this grant.
- Concord Human Services Director served as the agency coordinator for the Capital Region Food Program Holiday Food Basket Project, serving 895 Concord families.
- Twenty-one generous agencies, churches, businesses, City Departments and individuals helped Concord Human Services provide Christmas toys to 83 children.
- Thanksgiving baskets donated by ASA Sanel, the employees of the DHHS Finance Department and Ashley Angwin, a student from Bishop Brady, were delivered to 111 families.
- Members of Temple Beth Jacob continued to provide dried goods, chicken and meat for our food pantry all year long and the Capital Region Food Program provided a monthly distribution of food staples so that we could issue food baskets.
- The VFW Ladies Auxiliary provided school backpacks to 30 children through Concord Human Services.
- Director served on the statewide NH Refugee Advisory Council that meets every other month, sharing reports and providing cultural education on our newest arrivals.
- Concord Human Services staff worked with 2,614 appointments and walk-ins, including 275 homeless or at risk of being homeless families and individuals, and had a caseload of 756 individual households.

LEGAL DEPARTMENT

The Legal Department has two missions. Statutory and common law defines these missions. In the State of New Hampshire, a municipality has only those powers granted to it by the legislature. Every action of a municipality must be justified by those powers. The mission of the City Solicitor is to ensure that all actions of the City are within the powers granted to it by the legislature and to foster the accomplishments of the City's goals and objectives within this legal framework. The mission of the City Prosecutor is to prosecute those persons charged with violating state or local law within the City. The Prosecutor also has a paramount duty to the legal system to see that in the course of prosecution, justice is done.

Notable

- The Prosecutor's office modified procedures in juvenile cases to accord with the new Family Court which was implemented in September 2007.

- The Prosecutor's office negotiated with the District Court for an expansion of the Mediation Program for Motor Vehicle cases.
- The Prosecutor's office, in conjunction with Franklin Pierce Law Center, obtained the assistance of an intern to help with the increasing case load. The intern is certified under Supreme Court Rule 36 to appear before the Court.
- The Solicitor's office received a favorable decision from the Supreme Court in the Carlson's Chrysler v. City of Concord case. This case involved the constitutionality of City's electronic sign regulation ordinance.
- The Solicitor's office received a favorable decision from the Supreme Court in the Green Meadows Mobile Homes, Inc. and Valley Stream Estates, Inc. v. City of Concord case. The court upheld the City's ability to tax manufactured housing units that are placed upon a site in the manufactured housing park and offered for sale, but are not yet connected to utilities.

<u>SERVICE INDICATORS</u>	<u>Actual 2006</u>	<u>Actual 2007</u>	<u>Estimated 2008</u>	<u>Projected 2009</u>
1. Tax Lien Mortgages (Research at Registry)	825	606	700	700
2. Tax Deed-Mortgages (Research at Registry)	120	76	100	100
3. Tax Title Searches for Property to be Deeded	60	60	60	60
4. City Dept/Board Requests for Legal Services	1,357	1,567	2,100	2,100
5. Bankruptcy Matters (Claims/Monitoring)	60	56	55	60
6. Title searches for property acquisition and sales; lot consolidations; deeds reviewed/prepared	190	210	220	220
7. Administer financial guarantees for city projects and developments	400	332	400	400
8. Concord Criminal Dispositions and Hearings	15,892	17,711	18,055	18,960
9. Loudon Criminal Dispositions and Hearings	1,250	1,302	1,549	1,630
10. Bow Criminal Dispositions and Hearings	923	926	1,408	1,480
11. Bow Juvenile Dispositions and Hearings	44	105	175	190
12. Dunbarton Criminal Dispositions and Hearings	61	200	60	70
13. Concord Juvenile Dispositions and Hearings	866	1,240	1,429	1,510
14. Loudon Juvenile Dispositions and Hearings	20	33	198	220
15. Concord Administrative License Suspensions	127	139	159	160
16. Bow Administrative License Suspensions	9	7	33	30
17. Dunbarton Administrative License Suspensions	1	13	0	0
18. Loudon Administrative License Suspensions	15	23	20	20
19. Concord Code Enforcement	57	40	37	40

LIBRARY DEPARTMENT

The mission of the Concord Public Library is to provide informational, cultural, educational and recreational resources and services to the people of Concord. The Library seeks to accomplish its mission through prudent management and development of its resources, and by providing access to a broad range of materials and services to meet the present and future needs of the community it serves. The Library's core services are the following: assistance in the location and use of library materials; selection of new books and audiovisual materials;

acquisition, cataloging and processing of these materials for the public's use; programs for children, teens and adults to promote books and reading; and loaning of library materials.

Notable

- Completed the library needs assessment. Needs assessment consultants, Architect J. Stewart Roberts and Library Planner Nolan Lushington, completed their report in October and presented their recommendations to the City Council at the December meeting. The City Council voted to accept the report and to authorize the City Manager to commence conversations with property owners concerning potential acquisition of land for a new library in downtown Concord.
- Completed a successful Summer Reading Program called "Reading Road Trip USA" with some 300 children participating.
- Completed the sixth annual Concord Reads program centered around Barbara Ehrenreich's book Nickel and Dimed with the Concord Public Library Foundation.
- Completed the conservation and reframing of the two "Native Wild Flowers" murals by WPA artist Margaret Masson, funded by a grant from the NH State Council on the Arts, with additional funding from the Concord Public Library Foundation and other community partners.
- Drafted a new Mission Statement and Vision Statement in connection with the library needs assessment project.
- Completed a successful National Library Week celebration, funded by the Concord Public Library Foundation, with programs for both children and adults and a library card sign-up initiative.
- Increased marketing of services and materials through use of local media with PSAs on Concord Community TV, interviews on WKXL's "Coffee Chat," and regular columns in the Concord Monitor's "Insider."

PERSONNEL DEPARTMENT

The Personnel Department works in partnership with its customers in supporting the mission of the City by establishing and implementing responsive human resource services which result in the recruitment, development, and retention of a highly qualified, diverse, well trained and motivated workforce by emphasizing open, honest and meaningful communication at all levels of the organization. This is accomplished within the framework of merit and collective bargaining processes, with due regard for equal employment opportunity, individual integrity, the provision of a safe work environment and the fiscal constraints imposed by the taxpayers through the City Council.

Notable

- Processed 1,757 personnel actions.
- Provided leave administration services and consulted with City departments for 31 short-term disability, 2 long-term disability, and 121 worker's compensation claims, 15 of which were considered lost time.
- The worker's compensation experience modification was .59 for FY08.

- Reviewed and documented 245 City Supervisory Accident/Loss reports for committee review and performed follow-up action on various Joint Loss Management Committee (JLMC) recommendations.
 - ❖ Steered JLMC Action Plan Committee and JLMC Employee Recognition Day Sub-committee (Safety Promotion).
 - ❖ Assisted in creating and presenting an Accident Investigation Training Program for the Fire Department.
 - ❖ Designed and presented JLMC Road Show to inform various departments within the City regarding JLMC's mission and available resources on the Safety Management Page.
 - ❖ Assisted in the creation and implementation of JLMC Motorcycle Helmet policy.
 - ❖ Developed and implemented JLMC Safety Recognition Program.
- Coordinated various employee training programs, including, but not limited to: EAP Supervisory Briefing, Performance Evaluation, AED/CPR Training, Back Injury Prevention, Chainsaw Safety, Confined Space, Health & Safety Inspection Training, Landscape Maintenance Safety, Work Zone & Trenching Safety, Hazardous and Toxic Substances, Creating a Respectful Workplace (Harassment Prevention), Slips, Trips, and Fall Prevention, Snowplow Safety, Working with Difficult Customers, monthly new employee orientations, and recruitment briefings, as necessary.
- Staff took the lead in completing a comprehensive evaluation of a Request for Proposals for health insurance as part of our ongoing service to the Health Benefits Review Team (HBRT), a joint labor management initiative, which reviews health insurance plan designs and explores other benefit options to provide high quality benefits in a cost effective manner. Harvard Pilgrim direct was selected to provide health insurance.
- The department coordinated the annual Beneflex open enrollment for employees and retirees. Successful enrollment included 448 employees and 271 retirees.
- Overall Wellflex Employee participation rates continued at 75%.
- Wellflex program activities and accomplishments:
 - ❖ Maintained an on-site Yoga Program.
 - ❖ Offered and maintained an on-site Core Strengthening Program at 2 different City locations.
 - ❖ Offered various on-site workshops on the topics of Nutrition, Preventing Heart Disease, Alcohol and Drug Abuse, Diabetes education, Cancer Awareness, Prescription Drugs, Sleep Management, and Stress Management.
 - ❖ Coordinated City-wide participation in the Fall into Winter, March into May and the President's Challenge Exercise Programs.
 - ❖ Offered free flu shot clinics for all employee, retirees, and eligible spouses.
 - ❖ Provided screenings at Annual Employee Recognition Luncheon, flu shot clinics, Preventing Diabetes workshops and benefits open enrollment.
 - ❖ Participated in the Great American Smokeout.
 - ❖ Participated in the annual Making Strides Against Breast Cancer walk and raised approximately \$2,235.
 - ❖ Completed the Annual Summary Report outlining the Wellflex Program's activities and accomplishments for the period of 7/1/07 – 6/30/08.
- The Personnel Department coordinated 77 separate recruitments during the fiscal year.
- The department submitted another application for the Medicare Part D Drug Subsidy Program for approximately \$97,905.78 from the federal government based on retiree prescription drug costs.

- The department completed reconciliation for the 2005-2006 Medicare Part D Drug Subsidy plan year and received an additional \$2,596.89 from the federal government bringing the total subsidy received in 2005-2006 to \$50,771.66.
- The turnover rate for this time period was 9.4%.
- The department participated in ongoing evaluation and implementation of the Enterprise Resource System (ERP) from New World Systems. The Director participated in a 2 day NWS User Group Conference in Detroit.
- The Department completed the classification and compensation study with a report to City Council in January of 2008 and City Council acceptance.
- Collective Bargaining negotiations continued with AFSCME & IAFF 1045; were initiated with IAFF 3195; were initiated and completed with CPAA and were completed with UAW. A new unit, the Concord Police Supervisory Unit (CPSA) was formed and collective bargaining began on the initial contract.
- The department experienced a staffing change in the Personnel Program Administrator position.

POLICE DEPARTMENT

The mission of the Police Department is to protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.

Notable

- Maintain or reduce the number of Personal Injury accidents in the City of Concord by focusing enforcement action on the areas most susceptible to this type of collision. Specific attention should be given to the Manchester Street, Loudon Road, Pleasant Street and Route 3 corridors.

		Loudon Road	Manchester Street	Pleasant Street	Route 3
FY 08	Total Accidents	350	55	83	139
	Accidents involving injury	73	12	19	37
FY 07	Total Accidents	301	60	67	136
	Accidents involving injury	63	19	18	46

	Loudon Road	Manchester Street	Pleasant Street	Route 3
Traffic Enforcement (FY 08)	2792	533	403	1282
Traffic Enforcement (FY 07)	3106	616	373	1427
% increase/decrease	-10.11%	-13.47%	+8.04%	-10.16%

Status: In FY08, the Loudon Road Intensified Enforcement Grant program was not available which resulted in a significant decrease in dedicated enforcement activities in that area. This Grant Program is currently in effect for FY2009.

- Maintain current FY07 level of dedicated Police presence in downtown Concord. Particular attention should be paid to the Capitol Commons redevelopment project area.

Status: FY08 dedicated police presence in downtown Concord includes 1,642 details for a total of 865 personnel hours. During the same period last year, we had 1,920 details for a total of 1,029 personnel hours.

- Increase the level of dedicated Police presence in downtown Penacook by 10% over FY07 totals.

Status: Dedicated Police presence in downtown Penacook for the FY 08 includes 349 details for a total of 146 personnel hours. During the same period last year, we had 231 details for a total of 116 hours.

- Attain at least a 90% clearance rate for Part I Crime.

Status: The Concord Police Department has cleared 88.1% of the Part I crimes reported in FY08. Many cases, however, are still open and actively being investigated.

- Respond to 90% of high priority calls in 5 minutes.

Status: In FY08 Concord police officers have responded to high priority calls for service in 5 minutes or less 81.7% of the time. High priority calls are responded to in 6 minutes or less 85.5% of the time and in 7 minutes or less 89.7% of the time.

- Maintain FY07 level of dedicated Police patrols in city parks and state recreational areas.

Status: In FY08 police officers have logged 763 details for a total of 339 personnel hours. This exceeds where we were last year during the same time period (622 details for 276 personnel hours). (+22.7%)

- Complete a systematic review of the organizational and operational structure of the Police Department. Identify any improvements that will positively affect the efficient operations of the Department and, within budgetary constraints, implement improvements as appropriate.

Status: A thorough and systematic review of the organizational and operational structure of the Police Department has been completed. As a result of this review a number of improvements have taken place and have been planned for the future. These include a re-structuring of the two Divisions within the Department. The former "Patrol Division" is now part of the "Operations Bureau" and will include not only Patrol but also Investigations (CID, YSD, DEU). The remainder of the Department will fall under the Bureau of Administration. In addition, there have been changes regarding the placing of certain Units under different supervision. These changes include the School Resource Officers (SRO's) being included with YSD. Steps have also been taken to add another Sergeant's position to work in conjunction with the current CID/YSD Supervisor. Organizationally the Department has also implemented a change in title for the two former "Majors" who are now titled "Deputy Chief". Steps have also been taken to initiate a Traffic Unit responsible for proactive enforcement of

traffic related issues. This project is ongoing and dependant upon personnel and budgetary constraints.

- Complete a full revision and update of the Concord Police Department's Strategic Plan.

Status: A preliminary review has taken place. With the implementation of changes to the organizational and operational structure of the department, a more thorough review will need to be undertaken to re-evaluate the direction of the Department's Strategic Plan.

- Actively participate in the Concord Hospital Public Health Network planning process as they prepare for potential health related emergencies in the future. As part of this process, participate in any public health related planning exercises that involve the Concord area.

Status: We are fully participating in this project. In September we were involved in a Capital Area Coordination Center exercise. At this time there are tentatively two additional table top exercises planned. The Concord Police Department has been fully involved in all phases of the planning of these exercises, and will remain an active participant in the Public Health Network.

- Maintain the FY07 level of drug trafficking arrests throughout the next fiscal year.

Status: Progress is being made in this area; however, it is hampered by the absence of the Street Sweeper funding. We have had a 50% turnover in investigative staff during the fiscal year with a 3rd officer changing assignment to the AG's drug task force. Investigative performance has increased as staff becomes trained and integrated into the unit. At the end of the FY08 the number of total drug charges is virtually identical to last year, while drug trafficking arrests have dropped by approximately 15%.

- By December 31, 2007 the Concord Police and Legal Departments will develop and implement a program to establish and achieve a targeted percentage reduction in the number of cases where Police Department witnesses appear at the Concord District Court.

Status: In FY07, the Police Department and the City Prosecutor's Office launched a motor vehicle summonses mediation program. The success of this program helped launch an expanded mediation program being administered by the Concord District Court. This expanded mediation program began in January of 2008. The purpose of these programs is to reduce the number of cases where police officers are needed as witnesses and thus reduce witness fees. Between 07/01/07 and 06/30/08, Concord police officers appeared 838 times in Concord District Court. Original projections at the beginning of FY08 estimated 1,206 court appearances with gross compensation to be \$140,000. As a result of the lower number of appearances, total compensation for witness appearances totaled \$112,403 including both overtime wages and benefits. The City is anticipated to be reimbursed by the State \$25,140 for witness fees which would provide a total cost to the City for court appearances at approximately \$87,263. This number is considerably less than was originally projected.

2008 ADDITIONAL ACCOMPLISHMENTS

- Implemented a new sex offender tracking program whereby registered sex offenders are randomly checked to ensure that they are maintaining compliance with their registration requirements. In the short period that this program has been in place, a number of arrests have been made for sex offenders who have not met their registration requirements. Additional efforts have also been undertaken by the Department to coordinate the oversight of the large number of sex offenders registered in Concord. These include updating databases and also assigning a detective to oversee the entire program.
- Coordinated efforts with the US Secret Service to provide security for Sen. Hilary Clinton and Sen. Barack Obama during the Presidential Primary season. Numerous events were held throughout the City up to and including the day of the NH Primary. These events required extensive pre-planning and manpower provided by the Department in order to ensure the security and safety of these two candidates.
- A sentence returned out of the US Federal Courthouse on a man convicted of robbing the Hess Express Gas Station in 2005. The subject received a sentence of 18 years and 4 months. His conviction and sentence was an excellent example of the coordination and cooperation between local, state and federal authorities under the Project Safe Neighborhoods initiative to bring to justice an individual who poses a significant threat to the well being of the public.
- The Concord Police Department DEU made a concerted effort to combat prostitution in the Concord area. During this past year 20 arrests were made for prostitution related offenses. Many of these arrests also resulted in additional drug related charges.
- A Concord man and a Boscawen man were arrested on January 29, 2008 on drug related charges including Sales of a Controlled Drug, Possession of a Controlled Drug with Intent to Distribute, and Possession of Prescription Drugs. As a result of the arrests a quantity of marijuana and prescription pills were seized as well as a firearm.
- On January 3, 2008 School Resource Officer Notarangeli observed suspicious individuals enter the Merrimack Valley High School and attempt to elude him. Officer Notarangeli was able to detain the individuals and found that one of them had brought a large quantity of marijuana packaged for sale as well as a quantity of psilocybin mushrooms and other drug paraphernalia. The individual was charged with Possession of a Controlled Drug with Intent to Distribute and Possession of a Controlled Drug.
- On December 14, 2007 investigators arrested a Manchester man on charges related to endangering the Welfare of a Child, Child Pornography, and Prostitution. This individual was a coach of a local youth soccer club and victims included players of the soccer club. Investigators worked with other local agencies and determined that these crimes occurred over an extended period of time while the individual was acting in the capacity as a coach.
- On November 28, 2007 officers responded to NH State Police Headquarters where an investigation occurred involving crimes committed by a NH State Trooper. The subject was charged with Disorderly Conduct, Criminal Threatening, Violation of a Protective Order, and Resisting Detention. This incident began as a domestic related matter that spilled over into the workplace.
- Investigators with the assistance of the US Secret Service conducted an investigation regarding possible child pornography in the possession a Concord School District official. After a lengthy investigation it was determined that there was no evidence of child pornography or of inappropriate/illegal contact with any minors.

- The Concord Police Department conducted Alcohol Compliance Checks in conjunction with the NH Liquor Commission - Division of Enforcement on September 28, 2007. As a result of these checks 9 individuals were charged with Prohibited Sales to a Minor and 9 licensees were found to be out of compliance for selling alcoholic beverages to an underage person. This enforcement detail is part of a comprehensive program focusing on Enforcing Underage Drinking Laws that the Concord Police Department has been conducting since 2002. This program is supported in part by a grant awarded by the State of NH – Department of Justice. This grant also provides funding for additional programs focused at combating the underage drinking problem. These programs consist of park patrols, bar checks, surveillance of licensed establishments for underage drinkers, and on-sale ID checks. Additional compliance checks took place during March and April of 2008. These checks resulted in 16 individuals being charged with Prohibited Sales to a Minor and 16 licensees found to be out of compliance for selling alcoholic beverages to an underage person.
- During the month of September the Concord Police Department investigated several near fatal accidents. These included a motorcycle accident that occurred on Locke Road, a pedestrian accident involving a Concord Area Transport bus that occurred on Pleasant Street at Langley Parkway, and another pedestrian accident involving a bus that occurred in the area of the Hannaford supermarket. Although none of these accidents resulted in a fatality, they all consisted of very serious injury.
- During the month of September the Concord Police Department investigated an incident where a man was threatened with a shotgun at a residence located in the northern part of the city. Investigation led to the issuance of arrest warrants and the subsequent arrest of two Concord men. Charges against these two included Criminal Threatening, Reckless Conduct, Felon in Possession of a Dangerous Weapon, Possession of a Narcotic Drug, and a Probation Violation.
- On September 12, 2007 officers responded to a call for assistance at a School Street address for a despondent woman armed with a large knife. This subject failed to respond to verbal commands from the officers to drop the knife and then made an aggressive move towards the officers. An officer on the scene deployed a Less Lethal Sock Round which struck the woman in the arm. A short time later she surrendered the knife and then herself, at which point she was taken into custody. The subject was charged with Criminal Threatening, Reckless Conduct, and Resisting Arrest.
- On August 17, 2007 the Concord Police Department investigated an accident on S. Main Street involving a bicyclist being hit by a drunk driver. A Worcester, MA man was arrested and charged with Aggravated Driving While Intoxicated and Conduct After an Accident. This accident resulted in serious injury to the bicyclist. The driver was also involved in an accident with two parked cars shortly before the accident with the pedestrian.
- In July of 2007 the Concord Police Department Criminal Investigations Division investigated an altercation that occurred between parents, volunteers, and umpires at Memorial Field. As a result of this investigation a Concord woman was arrested on warrants charging her with Simple Assault X 2. During the altercation this woman had thrown a slice of pizza which struck an umpire and a parent.
- On July 21, 2007 officers responded to an attempted armed robbery at a South End market by two individuals. One of the suspects allegedly had a handgun during the robbery attempt. The store owner gave chase and with the assistance of another citizen apprehended one of the suspects and detained him for the police. The second suspect was apprehended a short time later. This second suspect had entered a residence to

dispose of his outer clothing. The two men arrested were charged with Attempted Robbery, Burglary, Criminal Trespass, and Falsifying Physical Evidence.

- The Concord Police Department was awarded approximately \$14,500 in grant funding from the NH Department of Justice – Enforcing Underage Drinking Laws program. This program allows the Concord Police Department to implement various strategies of combating the underage drinking issue in the City. Grant funds have been used to conduct compliance checks, surveillance at retail stores for underage persons trying to purchase alcohol, ID checks at on-sale establishments, as well as various patrols in the City targeting underage drinking.
- The Concord Police Department was also awarded approximately \$3,800 in supplemental funding from the NH Department of Justice to enhance its Enforcing Underage Drinking Laws program. The program has been funded with grant money for several years and has been highly successful. The Concord Police Department anticipates continuing this program into FY09 with additional grant money from the Department of Justice.
- The Concord Police Department investigated a residential burglary that occurred on November 5, 2007, where the homeowner interrupted the burglary. The suspects fled from the home after taking various items, including jewelry. After a lengthy investigation, warrants were issued for two men for committing this burglary. On January 28, 2008 a Pittsfield, NH man was arrested, and on February 1, 2008, a Manchester, NH man was arrested on these warrants.
- In September of 2007, the Concord Regional Crimeline announced the addition of Text Messaging as a method by which the public may anonymously report information concerning crime in the area. This method of reporting information is now used in addition to anonymous phone calls as well as web-based tips.
- On May 4, 2008 the Concord Police Department participated with the New Hampshire Office of Emergency Management and New Hampshire State Police in a Full-Scale Exercise designed to test agencies' ability to communicate during a major incident response, coordinate multi-agency response activities using the Incident Command System, and respond to a mass-casualty incident. The exercise was conducted successfully and valuable information was gained regarding the capabilities and limitations that may exist during an inter-agency incident.
- The Concord Police Department, in conjunction with the Merrimack County Sheriff's Office, applied for and received grant funds through the Department of Justice – Edward Byrne Memorial Justice Assistance Grant Program. The entire grant was for \$25,496, of which the Concord Police Department will receive \$20,000 to be used for police service enhancements and technology upgrades.
- In November 2007, the Concord Police Department arrested two Concord men in conjunction with a sexual assault investigation. One of the men was charged with five counts of aggravated felonious sexual assault and the other was charged with one count of aggravated felonious sexual assault and one count of criminal liability for the conduct of another. One of the men, while incarcerated, committed two other crimes in regards to this case. This includes a felony charge of witness tampering and criminal solicitation of murder as he also attempted to solicit an undercover police officer to have the victim killed.
- In February 2008, the Concord Police Department arrested a 33 year old Concord man on a charge of burglarizing the Modern Pharmacy, 5 Clinton St., on 1/20/08 during the late evening hours. He is also accused of burglarizing the Dress Barn, 30 Fort Eddy Rd., during the early morning hours on 1/21/08. Force was used to gain entry at both locations.

- The Training and Services Division coordinated several classes this year for officers in the Patrol Services Division. Training courses included SRO Officer Training, Leadership Development, Field Training Officer, Driver Training, Domestic Violence Training, Crime Scene Processing, Interview and Interrogation, First Line Supervision, Mid Management, and DARE Officer training.
- The Training and Services Division coordinated several classes this year for officers in the Investigations Division. Training courses included Forensic Interviewing, Covert Operations, Basic DEA School, Internet Predators, Retail Crime Summit and Arson Investigation.
- In October 2007, the Concord Police Department joined with over 40 other NH cities and towns to become a member of the Central NH Special Operations Unit. The CNHSOU is a regional tactical team that provides critical incident services to member communities. Services include responding to barricaded subjects, hostage situations, search and rescue, and high risk warrant service. The team has responded to two incidents since Concord has joined. In October, the team responded to Pittsfield to deal with an armed suspect who had burglarized a home and barricaded himself inside. In December, the team responded to Concord to perform a high risk warrant service involving an armed robbery suspect. Both incidents were resolved successfully with no injuries.
- In January 2008, the Concord Police Department officially became a member of the Internet Crimes Against Children Program (ICAC), a federally funded nationwide group of teams formed to combat crimes perpetrated on children through the internet. This area of police work is one of the fastest growing and certainly one that the Concord Police Department has listed as a priority. Internet crimes with children victims have risen dramatically over the years as has internet crime overall. The need for police agencies to remain well trained and equipped to handle these types of investigations is of the utmost importance. In conjunction with joining ICAC, the Department is in the process of outfitting an entire office with the equipment and privacy needed to conduct internet related crimes. Several detectives have received extensive training in investigating internet crimes, to include collecting the digital evidence necessary to successfully prosecute these types of cases.

SERVICE INDICATORS				Projected
	FY 2006	FY2007	FY2008	FY2009
Calls for Service	52350	55897	53,499	55,500
<i>Part I Crimes Reported</i>	1142	1290	1378	1445
Homicide	1	0	0	0
<i>Part II Crimes Reported</i>	4486	4840	4506	4720
Sexual Assaults/Offenses Reported (Part I and Part II)	101	86	89	91
Index Crime Rate (Part I Crimes per 100,000 population)				
<i>Violent Crime</i>	<i>179</i>	<i>193</i>	<i>212</i>	<i>220</i>
<i>Property Crime</i>	<i>2479</i>	<i>2812</i>	<i>2691</i>	<i>2720</i>
Total Crimes Against Persons	905	911	993	995
Total Property Crimes	2392	2664	2381	2550
Total Crimes Against Society	1432	1475	1481	1490
State Reportable Traffic Accidents	1326	1333	1485	1425
Traffic Fatalities	0	2	2	0
Visibility/Prevention Patrols (#)	5800	6675	6092	6500
Personnel Time on Prevention Patrols (hours)	2532	2986	2495	2720
Traffic Summonses Issued	5762	5548	4523	5220
DWI (Persons Arrested)	170	193	185	200
Drug Abuse Violations (Persons Arrested)	320	316	305	325
~Sale/Manufacturing	122	81	69	82
~Possession	392	394	398	405
~Total Drug Abuse Violations (Charges)	514	475	467	487
Total Persons Arrested	2978	2928	2798	2950
Total Number of Offenses Charged	4156	4988	4724	4850
Evidence/Property				
Recovered	4577	5301	5062	5200
Returned/Disposed	737	829	943	1050
Criminal Investigations Division				
Cases Assigned	126	250	328	330
Cases Cleared	99	200	216	225
Youth Services Division				
Cases Assigned	1315	1326	1095	1350
Non-Court Adjudicated	943	922	738	920
Petitioned	293	331	248	300
Training and Services Division				
Sworn Positions Hired	5	3	7	7
Total Training Hours	8807	8789	6568	7800

RECORDS

The City Clerk insures the preservation of documents, vital records, and historical records; provides City Council agendas, correspondence, minutes and maintains indexed actions of the Council and provides election services for the City of Concord.

Notable

- Staff appeared on a local television program providing residents with the dog licensing procedure.
- Staff continues to work with the Bureau of Vital Records, keeping abreast of Vital Record program enhancements in order to assure proper processing of records and great customer service.
- Continuing implementation of internal improvements to the Council agenda process resulting in a more efficient agenda preparation process.

<u>SERVICE INDICATORS</u>	<u>2007</u>	<u>2008</u>
1. Birth Certificates Issued	4,041	3,707
2. Marriage Certificates Issued	781	762
3. Civil Union Certificates Issued **	n/a	44
4. Death Certificates Issued	4,087	3,776
5. Divorce Records Issued	58	126
6. Certified Records Issued	9,351	8,850
7. Marriage Licenses Issued	384	395
8. Civil Union Licenses Issued **	n/a	40
9. Dog Licenses Issued	4,787	2,937
10. Dog Notices Sent ***	4,156	0
11. Notice of Intent to Issue Summons	1,336	2,174
12. Dog Summons Issued	405	475
13. UCC's Recorded, Terminated or Amended	734	864
14. City Council Minutes Prepared	18	18
15. Vital Record Amendments	219	205

** New service December 2007

*** Dog notice reminders not sent out in FY08

Elections

- Staff posted election results on the City's web page from the elections held allowing immediate accessibility of election results.
- Staff worked effectively with local and statewide news media providing up to the minute election results for all elections held.
- Staff appeared on multiple airings of local television show providing residents with information about registering to vote, obtaining absentee ballots, polling locations and polling hours for elections held.
- Conducted voter registration sessions at Concord High School as well as at local nursing homes and retirement communities.
- Staff attended additional State of New Hampshire training session on the ElectionNet statewide voter registration system. Staff began the process of the statewide duplicate

voter registration file clean up to ensure the City of Concord checklist is current and accurate.

<u>SERVICE INDICATORS</u>	<u>2007</u>	<u>2008</u>
1. Voter Registrations Processed	1,615	3,782
2. Absentee Voters Serviced	1,053	1,406
3. Early AM Voters Serviced	178	219
4. Average Number of Ballots Cast	17,037	23,099

The City Clerk's Office conducted a Municipal Election on November 6, 2007 and a Presidential Primary Election on January 8, 2008. The City Clerk's Office provided early morning voting for registered voters who were leaving the City prior to 8:00 a.m.

RECREATION DEPARTMENT

The Recreation Department is responsible for providing a diversified program of year round activities for people of all ages and abilities. The Department also schedules all outdoor athletic fields and four community centers.

Notable

- New Recreation Director and Assistant Recreation Director started in FY08.
- Added new Senior Citizen Program that meets for three hours a day, three days a week.
- Implement fall and spring sport league meetings to better coordinate use of fields.
- Active involvement with downtown recreational programming in cooperation with Main Street Concord.
- Recruited, trained and supervised 300 volunteers who contributed a total of approximately 8,000 volunteer hours for various programs and events.
- Worked with Concord 20/20 to organize and conduct the annual River Jamboree.
- Worked with the US Tennis Association to increase the number of tennis programs and the number of participants. Hosted a USTA coaches workshop.
- Enter into a two year agreement with the Concord Christian School for the use of the Heights Community Center from November 1 to April 1 of each year.
- On-line registrations complete transactions increased from 502 in FY07 to 565 in FY08.
- Number of facility reservations increased from 4,916 in FY07 to 5,917 in FY08.
- Recreation Web Site had 54,700 hits, up from 51,193 in FY07.



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INDEPENDENT AUDITORS' REPORT

To the Mayor and City Council
City of Concord, New Hampshire

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of and for the year ended June 30, 2008, which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Town of Concord's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord as of June 30, 2008, and the respective changes in financial position and cash flows, where applicable, thereof and the respective budgetary comparison for the General Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The management's discussion and analysis, appearing on the following pages, is not a required part of the basic financial statements but is supplementary information required by the *Governmental Accounting Standards Board*. We have applied certain limited procedures, which consisted principally of inquiries of management

Additional Offices:

regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was made for the purpose of forming opinions on the financial statements that collectively comprise the City of Concord, New Hampshire's basic financial statements. The introductory section, supplementary statements and schedules, and statistical tables are presented for purposes of additional analysis and are not a required part of the basic financial statements. The supplementary statements and schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole. The introductory section and statistical tables have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

In accordance with *Government Auditing Standards*, we have also issued a report dated December 10, 2008 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
December 10, 2008

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF NET ASSETS

JUNE 30, 2008

	Governmental Activities	Business-Type Activities	Total
ASSETS			
Current:			
Cash and short-term equivalents	\$ 33,775,923	\$ 6,793,906	\$ 40,569,829
Investments	20,362,023	-	20,362,023
Receivables, net of allowance for uncollectibles:			
Property taxes	26,359,144	-	26,359,144
Accounts	298,613	-	298,613
User fees	-	1,230,848	1,230,848
Intergovernmental	10,488	141,544	152,032
Loans	690,340	-	690,340
Other assets	228,297	13,121	241,418
Total current assets	81,724,828	8,179,419	89,904,247
Noncurrent:			
Receivables, net of allowance for uncollectibles:			
Intergovernmental	-	1,326,168	1,326,168
Capital assets:			
Land and construction in progress	37,912,853	10,547,492	48,460,345
Other capital assets, net of accumulated depreciation	60,713,560	119,051,082	179,764,642
Total non-current assets	98,626,413	130,924,742	229,551,155
TOTAL ASSETS	180,351,241	139,104,161	319,455,402
LIABILITIES			
Current:			
Accounts payable	1,031,641	696,373	1,728,014
Retainage payable	981,834	193,539	1,175,373
Accrued liabilities	792,926	324,941	1,117,867
Unearned revenues	24,570,338	30,464	24,600,802
Taxes collected in advance	16,766,839	-	16,766,839
Due to other governments	165,226	-	165,226
Due to external parties - fiduciary funds	3,676	-	3,676
Other current liabilities	1,755,091	227,604	1,982,695
Current portion of long-term liabilities:			
Bonds and loans payable	4,324,738	2,950,795	7,275,533
Other liabilities	1,431,312	154,637	1,585,949
Total current liabilities	51,823,621	4,578,353	56,401,974
Noncurrent:			
Bonds and loans payable, net of current portion	36,609,395	22,426,698	59,036,093
Other liabilities, net of current portion	727,291	-	727,291
Total non-current liabilities	37,336,686	22,426,698	59,763,384
TOTAL LIABILITIES	89,160,307	27,005,051	116,165,358
NET ASSETS			
Invested in capital assets, net of related debt	61,819,702	104,711,008	166,530,710
Restricted for:			
Grants and other statutory restrictions	4,457,822	-	4,457,822
Permanent funds:			
Nonexpendable	8,512,673	-	8,512,673
Debt service	-	1,467,712	1,467,712
Unrestricted	16,400,737	5,920,390	22,321,127
TOTAL NET ASSETS	\$ 91,190,934	\$ 112,099,110	\$ 203,290,044

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2008

	<u>Expenses</u>	<u>Charges for Services</u>	<u>Program Revenues</u>	
			<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>
Governmental Activities:				
General government	\$ 5,248,062	\$ 2,765,164	\$ 462,493	\$ 70,157
Public safety	19,956,305	2,444,300	144,808	-
General services	12,186,012	325,078	-	4,280,261
Community development	4,160,643	1,172,608	-	-
Leisure and information services	2,276,316	417,470	-	-
Human services	705,177	176,394	-	-
Interest on long-term debt	1,763,217	-	-	-
Miscellaneous	<u>195,830</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Governmental Activities	46,491,562	7,301,014	607,301	4,350,418
Business-Type Activities:				
Water	5,129,399	5,112,600	-	-
Sewer	6,138,395	5,505,914	-	177,098
Solid Waste	3,682,553	1,914,349	-	-
Golf	832,408	892,441	-	-
Arena	<u>494,095</u>	<u>494,508</u>	<u>-</u>	<u>-</u>
Total Business-Type Activities	<u>16,276,850</u>	<u>13,919,812</u>	<u>-</u>	<u>177,098</u>
Total	<u>\$ 62,768,412</u>	<u>\$ 21,220,826</u>	<u>\$ 607,301</u>	<u>\$ 4,527,516</u>

**General Revenues, Transfers &
Permanent Fund Contributions**

Property Taxes
Penalties, interest and other taxes
Grants and contributions not restricted
to specific programs
Investment income
Miscellaneous

Transfers, net
Permanent fund contributions

Total general revenues, transfers,
and contributions

Change in Net Assets

Net Assets:

Beginning of year

End of year

See notes to financial statements.

Net (Expenses) Revenues and Changes in Net Assets		
Governmental Activities	Business- Type Activities	Total
\$ (1,950,248)	\$ -	\$ (1,950,248)
(17,367,197)	-	(17,367,197)
(7,580,673)	-	(7,580,673)
(2,988,035)	-	(2,988,035)
(1,858,846)	-	(1,858,846)
(528,783)	-	(528,783)
(1,763,217)	-	(1,763,217)
(195,830)	-	(195,830)
(34,232,829)	-	(34,232,829)
-	(16,799)	(16,799)
-	(455,383)	(455,383)
-	(1,768,204)	(1,768,204)
-	60,033	60,033
-	413	413
-	(2,179,940)	(2,179,940)
(34,232,829)	(2,179,940)	(36,412,769)
36,055,134	-	36,055,134
754,891	-	754,891
1,694,459	141,327	1,835,786
1,552,449	345,891	1,898,340
987,429	68,586	1,056,015
(451,881)	451,881	-
470,916	-	470,916
41,063,397	1,007,685	42,071,082
6,830,568	(1,172,255)	5,658,313
84,360,366	113,271,365	197,631,731
\$ <u>91,190,934</u>	\$ <u>112,099,110</u>	\$ <u>203,290,044</u>

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2008

	General	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS			
Cash and short-term equivalents	\$ 11,794,233	\$ 21,981,690	\$ 33,775,923
Investments	10,862,051	9,499,972	20,362,023
Receivables:			
Property taxes	26,540,645	-	26,540,645
Accounts	177,114	121,499	298,613
Intergovernmental	10,488	-	10,488
Loans	-	690,340	690,340
Due from other funds	1,361,685	183,689	1,545,374
Inventory	217,996	-	217,996
Other assets	5,351	4,950	10,301
TOTAL ASSETS	\$ 50,969,563	\$ 32,482,140	\$ 83,451,703
LIABILITIES AND FUND BALANCES			
Liabilities:			
Accounts payable	\$ 437,254	\$ 594,387	\$ 1,031,641
Retainage payable	-	981,834	981,834
Other liabilities	977,431	777,660	1,755,091
Deferred revenues	26,689,103	755,922	27,445,025
Taxes collected in advance	16,766,839	-	16,766,839
Due to other funds	185,826	1,363,225	1,549,051
Due to other governments	165,226	-	165,226
TOTAL LIABILITIES	45,221,679	4,473,028	49,694,707
Fund Balances:			
Reserved for:			
Encumbrances	370,689	4,641,733	5,012,422
Inventory	210,628	-	210,628
Perpetual (nonexpendable) permanent funds	-	8,512,673	8,512,673
Tax stabilization	578,080	-	578,080
Miscellaneous	140,708	-	140,708
Unreserved:			
Undesignated, reported in:			
General fund	4,447,779	-	4,447,779
Special revenue funds	-	9,077,496	9,077,496
Capital project funds	-	5,017,047	5,017,047
Debt service	-	760,163	760,163
TOTAL FUND BALANCES	5,747,884	28,009,112	33,756,996
TOTAL LIABILITIES AND FUND BALANCES	\$ 50,969,563	\$ 32,482,140	\$ 83,451,703

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2008

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:			
Taxes	\$ 34,307,814	\$ 779,438	\$ 35,087,252
Licenses and permits	1,089,628	-	1,089,628
Intergovernmental	2,053,133	1,388,988	3,442,121
Charges for services	4,389,802	1,821,584	6,211,386
Investment income	1,277,796	274,653	1,552,449
Contributions	-	3,680,973	3,680,973
Miscellaneous	802,595	939,725	1,742,320
Total Revenues	<u>43,920,768</u>	<u>8,885,361</u>	<u>52,806,129</u>
Expenditures:			
Current:			
General government	4,911,366	248,235	5,159,601
Public safety	18,109,106	618,934	18,728,040
General services	7,784,054	459,110	8,243,164
Community development	2,996,371	321,608	3,317,979
Leisure and information services	2,144,429	3,457	2,147,886
Human services	697,719	-	697,719
Employee benefits	656,039	-	656,039
Miscellaneous	-	195,830	195,830
Debt service			
Principal	3,990,366	833,600	4,823,966
Interest	1,253,363	601,855	1,855,218
Capital outlay	-	11,397,517	11,397,517
Total Expenditures	<u>42,542,813</u>	<u>14,680,146</u>	<u>57,222,959</u>
Excess (deficiency) of revenues over expenditures	1,377,955	(5,794,785)	(4,416,830)
Other Financing Sources (Uses):			
Transfers in	1,779,006	1,741,137	3,520,143
Transfers out	(3,133,323)	(838,702)	(3,972,025)
Total Other Financing Sources (Uses)	<u>(1,354,317)</u>	<u>902,435</u>	<u>(451,882)</u>
Net change in fund balance	23,638	(4,892,350)	(4,868,712)
Fund Balance, at Beginning of Year as restated	<u>5,724,246</u>	<u>32,901,462</u>	<u>38,625,708</u>
Fund Balance, at End of Year	<u>\$ 5,747,884</u>	<u>\$ 28,009,112</u>	<u>\$ 33,756,996</u>

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF REVENUES, EXPENDITURES, AND OTHER FINANCING SOURCES AND USES -
BUDGET AND ACTUAL - GENERAL FUND - BUDGET BASIS

FOR THE YEAR ENDED JUNE 30, 2008

	<u>Budgeted Amounts</u>			Variance with Final Budget
	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual Amounts</u>	<u>Positive (Negative)</u>
Revenues:				
Taxes	\$ 34,496,999	\$ 34,496,999	\$ 34,243,407	\$ (253,592)
Licenses and permits	1,045,058	1,045,058	1,089,628	44,570
Intergovernmental	2,045,867	2,045,867	2,053,133	7,266
Charges for services	3,929,191	4,120,691	4,389,802	269,111
Investment income	1,649,680	1,649,680	1,277,796	(371,884)
Miscellaneous	<u>637,113</u>	<u>640,261</u>	<u>802,595</u>	<u>162,334</u>
Total Revenues	43,803,908	43,998,556	43,856,361	(142,195)
Expenditures:				
General government	5,486,214	5,516,502	4,946,543	569,959
Public safety	18,611,587	18,805,587	18,080,531	725,056
General services	7,183,870	7,833,870	7,835,647	(1,777)
Community development	3,158,299	3,158,299	3,009,127	149,172
Leisure and information services	2,257,660	2,268,020	2,169,025	98,995
Human services	689,890	689,890	697,659	(7,769)
Employee benefits	625,000	625,000	706,039	(81,039)
Debt service	<u>5,169,350</u>	<u>5,169,350</u>	<u>5,179,859</u>	<u>(10,509)</u>
Total Expenditures	43,181,870	44,066,518	42,624,430	1,442,088
Other Financing Sources (Uses):				
Transfers in	1,660,732	1,700,732	1,715,137	14,405
Transfers out	(3,657,770)	(3,057,770)	(3,076,499)	(18,729)
Budgetary use of fund balance	<u>1,375,000</u>	<u>1,425,000</u>	<u>1,425,000</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>(622,038)</u>	<u>67,962</u>	<u>63,638</u>	<u>(4,324)</u>
Excess of revenues and other financing sources over expenditures and other financing uses	\$ <u>-</u>	\$ <u>-</u>	\$ <u>1,295,569</u>	\$ <u>1,295,569</u>

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET ASSETS

JUNE 30, 2008

Business-Type Activities
Enterprise Funds

	Water Fund	Sewer Fund	Nonmajor Funds	Total
<u>ASSETS</u>				
Current:				
Cash and short-term equivalents	\$ 2,208,110	\$ 3,209,278	\$ 1,376,518	\$ 6,793,906
User fees, net of allowance for uncollectibles	478,511	581,951	170,386	1,230,848
Intergovernmental receivables	-	141,544	-	141,544
Inventory	13,121	-	-	13,121
Total current assets	2,699,742	3,932,773	1,546,904	8,179,419
Noncurrent:				
Intergovernmental	-	1,326,168	-	1,326,168
Capital assets:				
Land and construction in progress	2,767,625	7,389,679	390,188	10,547,492
Other capital assets, net of accumulated depreciation	62,093,818	55,484,368	1,472,896	119,051,082
Total noncurrent assets	64,861,443	64,200,215	1,863,084	130,924,742
TOTAL ASSETS	67,561,185	68,132,988	3,409,988	139,104,161
<u>LIABILITIES</u>				
Current:				
Accounts payable	276,708	218,029	201,636	696,373
Retainage payable	110,036	83,503	-	193,539
Accrued liabilities	135,897	180,835	8,209	324,941
Unearned revenue	-	-	30,464	30,464
Other current liabilities	66,415	29,453	131,736	227,604
Current portion of long-term liabilities:				
Bonds and loans payable	1,444,549	1,414,346	91,900	2,950,795
Compensated absences	69,223	55,559	29,855	154,637
Total current liabilities	2,102,828	1,981,725	493,800	4,578,353
Noncurrent:				
Bonds and loans payable, net of current portion	8,860,495	12,953,403	612,800	22,426,698
Total noncurrent liabilities	8,860,495	12,953,403	612,800	22,426,698
TOTAL LIABILITIES	10,963,323	14,935,128	1,106,600	27,005,051
<u>NET ASSETS</u>				
Invested in capital assets, net of related debt	54,556,398	48,996,224	1,158,386	104,711,008
Restricted for debt service	-	1,467,712	-	1,467,712
Unrestricted	2,041,464	2,733,924	1,145,002	5,920,390
TOTAL NET ASSETS	\$ 56,597,862	\$ 53,197,860	\$ 2,303,388	\$ 112,099,110

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS

FOR THE YEAR ENDED JUNE 30, 2008

	Business-Type Activities Enterprise Funds			
	Water Fund	Sewer Fund	Nonmajor Funds	Total
Operating Revenues:				
Charges for services	\$ 5,168,674	\$ 5,591,167	\$ 3,301,298	\$ 14,061,139
Other	<u>3,465</u>	<u>13,531</u>	<u>51,590</u>	<u>68,586</u>
Total Operating Revenues	5,172,139	5,604,698	3,352,888	14,129,725
Operating Expenses:				
Operating expenses	2,890,466	3,819,042	4,848,532	11,558,040
Depreciation	<u>1,775,915</u>	<u>1,719,158</u>	<u>128,406</u>	<u>3,623,479</u>
Total Operating Expenses	<u>4,666,381</u>	<u>5,538,200</u>	<u>4,976,938</u>	<u>15,181,519</u>
Operating Income (Loss)	505,758	66,498	(1,624,050)	(1,051,794)
Nonoperating Revenues (Expenses):				
Investment income	124,724	206,991	14,176	345,891
Interest expense	<u>(463,018)</u>	<u>(600,195)</u>	<u>(32,118)</u>	<u>(1,095,331)</u>
Total Nonoperating Revenues (Expenses), Net	<u>(338,294)</u>	<u>(393,204)</u>	<u>(17,942)</u>	<u>(749,440)</u>
Income (Loss) Before Contributions and Transfers	167,464	(326,706)	(1,641,992)	(1,801,234)
Capital contributions from developers	-	177,098	-	177,098
Transfers in	25,000	71,593	1,835,793	1,932,386
Transfers out	<u>(610,241)</u>	<u>(767,686)</u>	<u>(102,578)</u>	<u>(1,480,505)</u>
Change in Net Assets	(417,777)	(845,701)	91,223	(1,172,255)
Net Assets at Beginning of Year	<u>57,015,639</u>	<u>54,043,561</u>	<u>2,212,165</u>	<u>113,271,365</u>
Net Assets at End of Year	<u>\$ 56,597,862</u>	<u>\$ 53,197,860</u>	<u>\$ 2,303,388</u>	<u>\$ 112,099,110</u>

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2008

	Business-Type Activities Enterprise Funds			
	Water Fund	Sewer Fund	Nonmajor Funds	Total
<u>Cash Flows From Operating Activities:</u>				
Receipts from customers and users	\$ 5,060,764	\$ 5,523,065	\$ 3,350,139	\$ 13,933,968
Payments to vendors and employees	<u>(2,719,270)</u>	<u>(3,655,015)</u>	<u>(4,695,706)</u>	<u>(11,069,991)</u>
Net Cash Provided By (Used For) Operating Activities	2,341,494	1,868,050	(1,345,567)	2,863,977
<u>Cash Flows From Noncapital Financing Activities:</u>				
Intergovernmental revenue	-	177,098	-	177,098
Transfers in	25,000	71,593	1,835,793	1,932,386
Transfers out	<u>(610,241)</u>	<u>(767,686)</u>	<u>(102,578)</u>	<u>(1,480,505)</u>
Net Cash Provided by (Used For) Noncapital Financing Activities	(585,241)	(518,995)	1,733,215	628,979
<u>Cash Flows From Capital and Related Financing Activities:</u>				
Principal payments on bonds and notes	(1,455,554)	(1,444,074)	(92,750)	(2,992,378)
Acquisition and construction of capital assets	(1,765,033)	(543,172)	-	(2,308,205)
Interest expense	<u>(463,018)</u>	<u>(600,195)</u>	<u>(32,118)</u>	<u>(1,095,331)</u>
Net Cash (Used For) Capital and Related Financing Activities	(3,683,605)	(2,587,441)	(124,868)	(6,395,914)
<u>Cash Flows From Investing Activities:</u>				
Investment income	<u>124,724</u>	<u>206,991</u>	<u>14,176</u>	<u>345,891</u>
Net Cash Provided by Investing Activities	<u>124,724</u>	<u>206,991</u>	<u>14,176</u>	<u>345,891</u>
Net Change in Cash and Short-Term Equivalents	(1,802,628)	(1,031,395)	276,956	(2,557,067)
Cash and Short-Term Equivalents, Beginning of Year	<u>4,010,738</u>	<u>4,240,673</u>	<u>1,099,562</u>	<u>9,350,973</u>
Cash and Short-Term Equivalents, End of Year	<u>\$ 2,208,110</u>	<u>\$ 3,209,278</u>	<u>\$ 1,376,518</u>	<u>\$ 6,793,906</u>
<u>Reconciliation of Operating Income (Loss) to Net Cash Provided by (Used For) Operating Activities:</u>				
Operating income (loss)	\$ 505,758	\$ 66,498	\$ (1,624,050)	\$ (1,051,794)
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:				
Depreciation	1,775,915	1,719,158	128,406	3,623,479
Changes in assets and liabilities:				
User fees	(111,375)	(81,633)	(6,305)	(199,313)
Inventory	(2,194)	-	-	(2,194)
Other assets	70,674	150,962	54	221,690
Accounts payable	98,776	60,573	27,519	186,868
Compensated absences	6,761	5,510	1,863	14,134
Other liabilities	<u>(2,821)</u>	<u>(53,018)</u>	<u>126,946</u>	<u>71,107</u>
Net Cash Provided By (Used For) Operating Activities	<u>\$ 2,341,494</u>	<u>\$ 1,868,050</u>	<u>\$ (1,345,567)</u>	<u>\$ 2,863,977</u>

See notes to financial statements.

Ordinances passed in FY2008:

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-3, Parking Meters.

Added bus stand on the west side of Industrial Park Drive from Regional Drive to 80 feet northerly.

Amended the speed limit to 25 mph on Millstream Lane from Borough Road to Washington Street.

Added stop intersection on Bentwood Street at Millstream Lane (stop when traveling west) and on Maplewood Lane at Millstream Lane (stop when traveling west).

Added stop intersection on Shaker Road at Cemetery Street (stop when traveling south).

Added no parking anytime from November 1st through March 31st on the east side of Union Street from Centre Street to Washington Street.

Added three hours parking (between the hours of 7:00 am and 6:00 pm, Monday through Friday) on both sides of Union Street from Centre Street and Washington Street.

Amended the Personnel Class Specification Index by adding Traffic Engineer.

Deleted parking prohibited at all times on west side of North State Street (easterly traveled way) from Franklin Street to Church Street and on the east side of North State Street from Franklin Street to 30 feet northerly along west edge of traffic island. Added parking prohibited at all times on the east side of North State Street (westerly traveled way) from Franklin Street to Church Street and on the east side of North State Street (easterly traveled way) from Franklin Street to Church Street.

Amended the Code of Ordinances, Title V, Administrative Code, Chapter 35, Classification and Compensation Plan.

Amended the Code of Ordinances, Chapter 30, Administrative Code; Article 30-3, Boards and Commissions by adding Utility Appeals Board.

Amended the Personnel Class Specification Index by adding Zoning Administrator and Licensing Coordinator.

Amended the Code of Ordinances, Title IV, Subdivision Code; Chapter 29.2, Public Capital Facilities Impact Fees Ordinance; Section 29.2-1-2, Assessment and Collection.

Amended the Building and Housing Codes by adopting the 2006 International Existing Building Code.

Amended the Building and Housing Codes by adopting the 2006 Editions of the International Building Code and the International Residential Code.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-7, Access, Circulation, Parking and Loading and Article 28-8 Non-conforming Lots, Uses and Structures.

Added stop intersection as Spruce Street and Downing Street when traveling north. Added stop intersection at Pierce Street and Downing Street when traveling south.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Section 28-2-3, the Zoning Map.

Added stop intersection on School Street and North Fruit Street when traveling east. Added stop intersection at School Street and North Fruit Street when traveling west.

Amended the Code of Ordinances, Title V, Administrative Code; Chapter 30 Boards and Commissions, Airport Advisory Committee.

Deleted the City Forest Advisory Committee.

Amended the Code of Ordinances, Title I, General Code; Chapter 5, Public Works; Article 5-7, Solid Waste.

Deleted the Downtown Solid Waste Removal Commission and added the Solid Waste Advisory Committee.

Amended the Economic Development Advisory Council.

Amended the Golf Course Advisory Committee.

Amended the City Parking Committee.

Amended the Public Safety Board.

Deleted the Public Transportation Advisory Committee.

Added the Transportation Policy Advisory Committee.

Amended the Utility Appeals Board.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Section 28-2-3, the Zoning Map.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 29, Subdivision Code; Chapter 29.2, Public Capital Facilities Impact Fees Ordinance; Section 29.2-1-3, Administration.

Added stop intersection on Broadway and Rockingham Street when traveling north. Added stop intersection on Broadway and Rockingham Street when traveling south.

Amended the Code of Ordinances; Title II, Traffic Code; Chapter 19, Penalties; Article 19-2, Towing and immobilization for unpaid fines; Section 19-2-4, Towing and Immobilization Authorized.

Amended the Economic Development Advisory Council.

Amended the Code of Ordinances, Title V, Administrative Code, Chapter 34, Classification and Compensation Plan.

Amending the monthly sewer-use rates.

Government

June 1849	Concord Charter adopted by State
March 1853	City Charter Adopted (Partisan Elections)
April 1911	Non Partisan Elections
January 1950	Council-Manager form of government Council-Manager 4071 Votes Mayor-Aldermen 1335 Votes
January 1958	Mayor-Aldermen form of government Council-Manager 2974 Votes Mayor-Aldermen 2979 Votes
January 1968 -Present	Council-Manager form of government Council-Manager 3449 Votes Mayor-Aldermen 2737 Votes

COMMUNITY CALENDAR

JANUARY - Tax payment due · Christmas trees may be disposed of at White Farm on Clinton St. through Jan. 31
· White Park Winter Carnival · Outdoor ice skating at Merrill and White Parks

FEBRUARY - Little League Signups · Special February Vacation Week Recreation Activities · Tax abatement application due by Mar 1

MARCH - Tax payment due · Remove artificial flowers from cemeteries by April 1

APRIL - Youth football signup · Dog license renewals · National Library Week and book sale · Beaver Meadow Golf Course opens · Spring vacation week library programs · April Vacation Week Recreation Programs

MAY - Fall Youth soccer signup begins · Kiwanis Trade Fair at Everett Arena · Summer Recreation brochures available · Annual Memorial Day Parade · July and October Tax bills mailed · The Friends Program launches its Annual Friends finding Friends Program on May 2

JUNE - Budget hearings · Tuesday and first Friday evening summer music series begin · Library Summer Reading Club · Household Hazardous Collection Day · Annual Police/Fire Parade · Quarry Dog Games begin

JULY – Tax payment due · July 4th fireworks display at Memorial Field · Downtown Market Days · Recreation programs-day camp programs, tennis, soccer, horseback riding camps, swim lessons, etc. · Summer Ice Skating Everett Arena

AUGUST - Summer Music Series Ends · Youth hockey signup · Capital Criterium Bike Race · Summer Reading Club party · Deadline to sign up for fall soccer · National Night Out

SEPTEMBER - Family story time begins at the Library

OCTOBER - Tax payment due · Youth basketball signup · Leaf pick up begins · Halloween observed on the 30th in Penacook and the 31st in Concord · Halloween Howl

NOVEMBER - Municipal elections · Tax Abatement applications available · General Election · Holiday Parade · Christmas Tree Lighting Ceremony · Golf course closes · Artificial flowers may be placed in cemeteries · Tax Rate Set · January and March tax bills mailed

DECEMBER - Midnight Merriment · Winter Vacation Week Recreation Programs · Annual Ski & Skate Sale

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